

PUBLIC LIBRARY OF BROOKLINE



3 1712 01366 6683

1998

ANNUAL REPORT

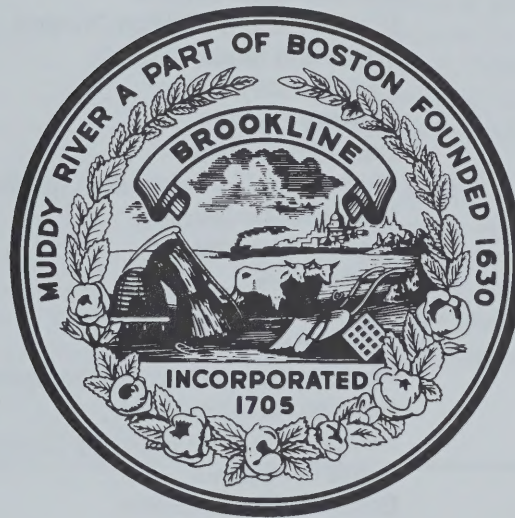


town of **BROOKLINE**

On the Cover:

Evening skating at **Larz Anderson Skating Rink**
photographed by Detective Larry Crapo of the
Brookline Police Department's Identification Division.

TOWN OF BROOKLINE MASSACHUSETTS



293rd Annual Report of the
Town Officers of Brookline
for the year ending December 31, 1998

BROOKLINE PUBLIC LIBRARY

Cape
B.R.,
352.02
B8a
1998
c5

Table of Contents

Town Officers	1
Selectmen's Report	8
Town Administrator's Report	21
Town Moderator	33
Advisory Committee	34
Town Meetings	36
General Government	42
Town Clerk	42
Registrars of Voters	43
Town Counsel	43
Personnel	44
Public Safety	45
Police Department	45
Fire Department	48
Building Department	50
Building Commission	52
Board of Examiners	53
Public Works	54
Administration Division	54
Highway and Sanitation Division	55
Water and Sewer Division	58
Park Division	59
Forestry Division	62
Cemetery Division	63
Engineering/Transportation Division	64
Conservation Division	65
Recreation Department	71
Public Schools	73
Library	77
Planning and Development	79
Planning Board-Planning Department	79
Housing Advisory Board	82
Metropolitan Area Planning Council	83
Board of Appeals	84
Economic Development	85
Housing Authority	88
Preservation Commission	89
Human Services	92
Health Department	92
Human Relations-Youth Resources Commission	95
Cable TV Monitoring Committee	98
Commission for the Disabled	99
Council on Aging	99
Veteran's Services	100
Commission for Women	101
Americans with Disabilities Act Transition Team	102
Finance	103
Comptroller's Division	104
Assessing Division	105
Information Services Division	106
Purchasing Division	107
Treasury Division	108
Retirement Board	110
Telephone Directory	111

TOWN OFFICERS

for the Municipal Year 1998

Elected Town Officers and Committees

MODERATOR

Edward (Sandy) Gadsby

TOWN CLERK

Patrick J. Ward

BOARD OF SELECTMEN

Joseph T. Geller, Chair (1999)

Donna R. Kalikow (2000)

Gilbert R. Hoy (1999)

Donald C. Weitzman (2000)

Deborah B. Goldberg (2001)

TRUSTEES OF THE PUBLIC LIBRARY

Peter J. Epstein, Chair (1999)

Leonard Bernstein (2001)

Mary Firestone (2000)

Dennis P. Geller (2001)

Kenneth D. Jacobson (2000)

Gary D. Jones (1999)

Paul M. Katz (2001)

Gabriela Romanow (1999)

Ellsworth E. Rosen (2000)

Sandra L. Stotsky (2000)

Max Swartz (2000)

H. Richard Tyler (2001)

SCHOOL COMMITTEE

Terry Kwan, Chair (2000)

Helen Charlupski, V.Chair (2001)

Barbara Brown (2000)

Marcia M. Heist (1999)

Nancy Heller (2001)

Kevin E. Lang (1999)

Ardell C. Otten (2000)

James W. Schlesinger (1999)

Frank Smizik (2001)

BROOKLINE HOUSING AUTHORITY

Barbara B. Dugan, Chair (2000)

Francis M. Moroney, V. Chair (1999)

Leslie B. Fabian (2001)

Pamela H. Goodman (2001)

David Trietsch (2003)

CONSTABLES

Robert L. Allen (2001)

Marvin A. Feinman (2001)

William A. Figler (2001)

Myrna Kahn (2001)

Stanley Rabinovitz (2001)

Appointed by the Moderator

ADVISORY COMMITTEE

Sergio Modigliani, Chair (1999)

Harry K. Bohrs, V. Chair (2001)

John Bassett (2001)

Carla Wyman Benka (2001)

Ben Birnbaum (2000)

Acheson H. Callaghan, Jr. (2000)

Nancy Daly (1999)

David Breitbart Frischling (2000)

L. Branch Harding IV (2001)

Isabella Hinds (2001)

Jonathan Karon (2000)

Estelle Katz (2000)

Frederick Lebow (1999)

Pamela Lodish (1999)

Nancy Madden (1999)

Mark B. Manin (2001)

Shaari S. Mittel (2000)

ADVISORY COMMITTEE (CONT'D)

Charles Moo (2000)

Thomas D. Oleson (2000)

Hezekiah Pratt (1999)

Ab Sadeghi-Nejad (1999)

Stanley L. Spiegel (2001)

Martin H. Tannenbaum (1999)

Robert Volk (1999)

Robin E. Coyne - Budget Analyst

COMMITTEE ON TOWN ORGANIZATION AND STRUCTURE

Jean D. Berg, Chair (1999)

Stephen B. Goldenberg (2000)

Michael Robbins (2001)

Martin R. Rosenthal (2000)

Robert M. Stein (2001)

Boards and Commissions Appointed by the Selectmen

ADVISORY COUNCIL ON PUBLIC HEALTH

Dr. J. Jacques Carter, Ch. (1999)
Dr. Joyce Clifford (2001)
Dr. Bruce Cohen (2001)
Roberta Gianfortoni (2000)
Elizabeth Hirshom (1999)
Dr. Millie Krakow (2000)

BOARD OF ASSESSORS

George Moody, Chair (2001)
Harold Peterson (1999)
Sally Powers (2000)

BOARD OF APPEALS

Kenneth Hoffman, Chair (2001)
Diane Gordon (1999)
Bailey Silbert (2000)

ASSOCIATE MEMBERS

Lewis C. Cohen (1999)
P. Nicholas Elton (2000)
Lawrence E. Kaplan (2000)
Harry Miller (1999)
Stanley Rabinovitz (2000)

BOARD OF EXAMINERS

Israel Katz, Chair (2001)
Barnett Berliner (1999)

BROOKLINE ACCESS TELEVISION

Steve Markman, Chair (1999)
Karen Chase, Director
Christopher Crowley (2001)
Carol MacBain (1999)
Aaron Snyder (2000)
David Tavenner (2001)
Evvy Tittleman (1999)

BUILDING COMMISSION

Louis Wilgoren, Chair (1999)
George Cole (2001)
George Cha (2000)
Janet Fierman (2000)
Kenneth Kaplan (2001)

CABLE TV MONITORING COMMITTEE

Tobe Berkovitz, Chair (Jan-June)
Francine Berger, Chair
Edward W. "Tad" Campion
Douglas Levin

CABLE TV MONITORING COMMITTEE (CONT'D)

Peter C. O'Toole
K. Isabel Pisano
Michael J. Rafferty
Michael Selib
Helene Solomon
Irving Werner
Armando Zapata

CELEBRATIONS COMMITTEE

Maureen Carter
Kenneth Carter
Deborah Cohen
Polly Cornblath
Luster T. Delany
A. Thomas DeMaio
Jeannette Doetsch
John G. Harris, Jr.
Richard J. Kelliher
Robert Lynch
Chou Chou Merrill
Michael W. Merrill
James Nickerson
William Riley
Peter Scott
Ronny Sydney
Barbara Tynan
Gwen Walker
Paul Willis

COMMISSION FOR THE DISABLED

Joan Crowley, Chair (2000)
Jane Kahn Alper (1999)
Bernard Gollis (2001)
Selectman Gilbert R. Hoy (1999)
Melvin Ritter (2000)
Robert Sneirson (2001)

ASSOCIATE MEMBERS

James Kinsellagh (1999)
Linda Zack (2000)

BROOKLINE COMMISSION FOR WOMEN

Maura McAvoy, Chair (2000)
Susan Englander (2001)
Jennifer Gallop (2001)
Amy Lampert (2001)
Shelly M. Richmond (2000)
Elinor L. Scholl (1999)
Jennifer Dopazo

CONSERVATION COMMISSION

Stephen Burrington, Chair (2001)
Kay Bowditch (2001)
Werner Lohe (1999)
Barbara Mackey (1999)
Roberta Schnoor (2000)
Elissa Tonkin (2000)
Joanna Wexler (2000)

ASSOCIATE MEMBERS

Keith Beasley
Joan Fried
Susan Lannik
Marion Lazar

COUNCIL FOR THE ARTS AND HUMANITIES

Joyce Tyler, Co-Chair
Ruth Abrams
Myrna Balk
David Browder
Sara Goldstein Gall
Harriet Goldberg
Neena Gulati
Elizabeth Michelman, Co-Chair
Kerry O'Donnell
Emily Raymer
A.E. Ryan
Sandra Smith
Mona Thaler

COUNCIL ON AGING

Eleanor Bart
Riva Berkovitz
Elizabeth Kirsten
Ted Lew
Agnes Rogers
Evelyn Roll
Bernice Rosenbaum
Sally Rotman
Miriam Sargon
Milton Wolf
Dorothy Wolfson

ECONOMIC DEVELOPMENT ADVISORY BOARD

Robert I. Sperber, Co-Chair (2001)
Jill Weber, Co.Chair (1999)
Miceal Chamberlain (1999)
Debra Hall (1999)
Scott Joseph (2000)
Jean Klugman (2000)
Joan Millman (2001)
Thomas Nally (2001)
Paul Saner (2000)
Melvin R. Shuman, Esq. (2000)
Donald A. Warner (2001)
Jim Zien (1999)

HOLOCAUST MEMORIAL COMMITTEE

Regina Barshak, Co-Chair
Leon Satenstein, Co-Chair
Christopher J. Crowley
Barbara Helfgott-Hyett
Benjamin Jacobs
Mimi Krant
Evelyn Mordechai
Reizel Polak
Joan Sax
Ronny Sydney
Benjamin Varon

HOUSING ADVISORY BOARD

Roger Blood, Chair (2000)
Amy Anthony (2001)
Leslie Fabian (2001)
Ken Goldstein (2001)
Kathryn Cochrane Murphy (1999)
Joan Lamphier (2001)
Kathy Spiegleman (2001)

HUMAN RELATIONS/YOUTH RESOURCES COMMISSION

Ruth Flaherty, Chair (2001)
Harold Koritz, Vice Chair (2000)
Sandra Bakalar (1999)
Assunta Cha (1999)
Reverend George Chapman (2000)
Alan Cohen (2001)
Leslie Fabian (2001)
Dr. Susan K. Howards (2001)
Rabbi Rachmiel Liberman (2000)
Carolyn Devore Parks (1999)
Agnes Rogers (1999)
Captain Peter Scott (2000)
Wendy Warring (2000)
Dr. Claire Weiss (2001)
Joseph Zwicker (2001)

PARK AND RECREATION COMMISSION

John Bain, Chair (2001)
Robert L. Allen (2000)
Michael Berger (1999)
Mary Dewart (2000)
Daniel F. Ford (1999)
Nancy O'Connor (1999)
Wallis Wickham Raemer (2001)

PERSONNEL BOARD

James E. Cockfield, Chair (2001)
Patricia Correa (2000)
Frances Shedd-Fisher (2001)
Kenneth V. Kurnos (1999)
Jacqueline J. Young (2000)

PLANNING BOARD

Jerry I. Kampler, Chair (2001)
Kenneth M. Goldstein (1999)
Linda Hamlin (2003)
Martin Sokoloff (2000)
Mark J. Zarrillo (2002)

PRESERVATION COMMISSION

Patricia Libbey, Chair (2001)
Maurice Childs (1999)
David England (2000)
Sheri Flagler (2000)
Dr. Gary Gross (2001)
Chobee Hoy (1999)
Dr. Judith Selwyn (2000)

ALTERNATES

Shantia Anderhaggen (2001)
Dennis DeWitt (2001)
Wendy Ecker (2000)
David Krawitz (2000)

REGISTRARS OF VOTERS

Linda Golburgh (2000)
Franklin Kartun (2000)
Patrick J. Ward, Ex Officio

RETIREMENT BOARD

Fred A. Taub, Chair (2000)
Harvey J. Beth (2000)
Joseph P. Duffy (2000)
Judith Haupin (1999)
James Riley (1999)

SOLID WASTE ADVISORY COMMITTEE

D. Randolph Meiklejohn, Ch. (2001)
Lee Cooke-Childs (1999)
Michele Davis (1999)
Celeste Moore (2001)
Anthony White (2000)

TRANSPORTATION BOARD

William Schwartz, Chair (2001)
Fred Levitan, Vice Chair (1999)
Linda Dean (2001)
Michael Sandman (2000)
Robert Shortsleeve (2000)
Abigail Swaine (1999)

TREE PLANTING COMMITTEE

Hugh Mattison (2000)
Corliss Engle (2001)
Philip Hresko (1999)

TRUSTEES OF WALNUT HILL CEMETERY

Abbe Cohen, Chair (1999)
Dorothy Baldini (2000)
Katharine Begien (1999)
Mary Harris (2000)
Donalda Hingston (2001)
Joslin Ham Murphy (2001)

Miscellaneous Appointments

AGENT FOR MANAGEMENT OF REAL ESTATE

John T. Mulhane

CIVIL DEFENSE DIRECTOR

Robert D. English

DOG OFFICER

John King

FENCE VIEWER

Mary Hunter

INSPECTOR OF ANIMALS

Dr. Herbert S. Carlin

INSPECTOR OF PETROLEUM

Robert D. English

INSPECTOR OF WIRES

Edward T. Steverman

KEEPER OF THE LOCK-UP

Daniel C. O'Leary

LOCAL MOTH SUPERINTENDENT OF INSECT PEST CONTROL

Dr. Herbert S. Carlin

RIGHT TO KNOW COORDINATOR

Gerard J. Hayes

Senior Manager Appointments

BOARD OF SELECTMEN'S OFFICE

Richard J. Kelliher, Town Administrator
Brian F. Sullivan, Deputy Town Administrator
Sean Cronin, Assistant Town Administrator

BUILDING DEPARTMENT

James Nickerson, Commissioner
Charles Simmons, Director of Public Buildings

COUNCIL ON AGING DIRECTOR

Arlene Stern

ECONOMIC DEVELOPMENT OFFICER

Amy Schectman

FINANCE DIRECTOR

Harvey J. Beth, Director of
Finance, Treasurer/Collector
Mary Dukakis, Chief Procurement Officer
Judith A. Haupin, Comptroller
George F. Moody Chief Assessor
Jon Snodgrass, Information Services Director

FIRE CHIEF

Robert D. English

HEALTH AND HUMAN SERVICES DIRECTOR

Dr. Alan Balsam

HUMAN RELATIONS/YOUTH RESOURCES DIRECTOR

C. Stephen Bressler

TOWN LIBRARIAN

James C. Flaherty

PERSONNEL DIRECTOR

Gerard J. Hayes

PLANNING DIRECTOR

John E. Woodward, Jr.

POLICE CHIEF

Daniel C. O'Leary

PUBLIC WORKS DEPARTMENT

A. Thomas DeMaio, Commissioner
Peter Ditto, Town Engineer
John G. Harris, Jr., Director of Engineering &
Transportation
Andrew Pappastergion, Director of Water & Sewer
Peter Sellers, Director of Highway
Paul R. Willis, Director of Parks/Forestry/Cemetery

RECREATION DIRECTOR

Robert T. Lynch

SUPERINTENDENT OF SCHOOLS

James F. Walsh

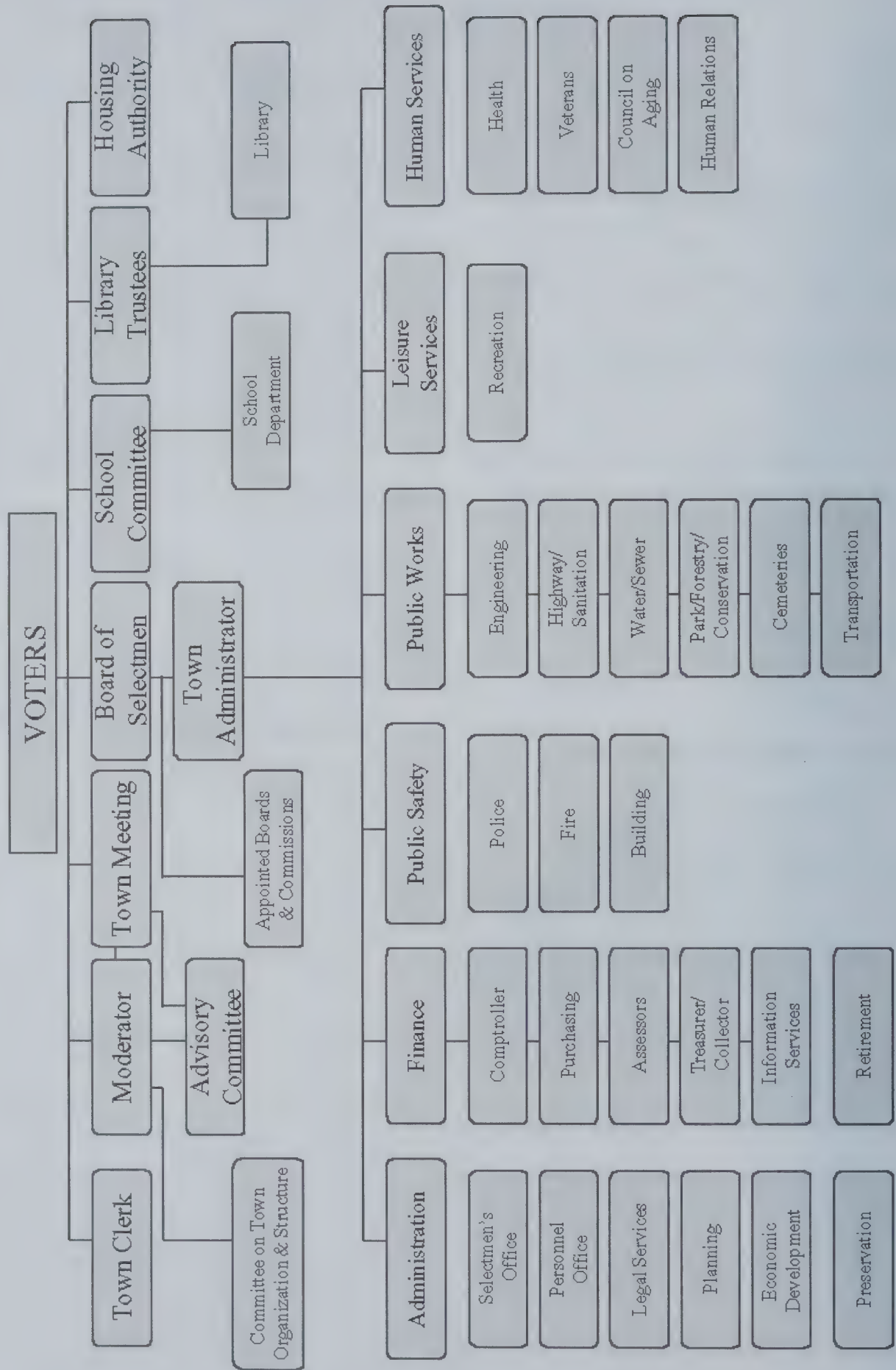
TOWN COUNSEL'S OFFICE

David L. Turner, Town Counsel
George F. Driscoll, Associate Town Counsel
Joslin Ham Murphy, Associate Town Counsel
Jennifer Dopazo, Assistant Town Counsel

VETERANS' SERVICES DIRECTOR

Richard Bargfrede

TOWN OF BROOKLINE Organizational Chart



BOARDS/COMMISSIONS APPOINTED BY THE BOARD OF SELECTMEN

Planning/ Development	Administration and Finance	Public Works	Cultural/ Leisure Services	Human Services
Board of Appeals	Board of Assessors	Conservation Commission	Brookline Access Television	Advisory Council on Public Health
Board of Examiners	Personnel Board	Solid Waste Advisory Board	Celebrations Committee	Cable TV Monitoring Committee
Building Commission	Registrars of Voters	Transportation Board	Council for the Arts and Humanities	Commission for the Disabled
Economic Develop. Advisory Board	Retirement Board	Tree Planting Committee	Park and Recreation Commission	Commission for Women
Housing Advisory Board		Trustees of Walnut Hills Cemetery		Council on Aging
Planning Board				Holocaust Memorial Committee
Preservation Commission				Human Relations Youth Resources

BOARD OF SELECTMEN

The Board of Selectmen is most pleased to present this 293rd Annual Town Report of the Town for the calendar year 1998. As we approach both the Millennium and the Town's tercentenary anniversary (township granted in 1705), we are reminded of how much our efforts of the present are linked with Brookline's past and its future.

At the outset of this Report we sincerely thank the many individuals and organizations who contributed so much to the progress made in 1998. First, to the members of the Town's Boards, Commissions, and Committees, we extend our deepest appreciation for your innumerable hours of volunteer service. To the untold number of citizens who engage the Town daily for quality municipal services, we appreciate the trust underlying your expectation that town government will respond effectively to your needs. We are particularly grateful for the dedication of our town employees whose quiet, but tireless, commitment to this community is unequaled. Finally, we extend a special note of appreciation to our Town Administrator and Department Heads. Brookline's municipal administration is as effective as any in local government and is ideally suited to meet the special requirements of our community.

This grand partnership of citizen-officials, community activism, and effective town administration is the platform for our accomplishments of the past year. Town initiatives in 1998 — whether local, regional, or even international — were characterized by seriousness of purpose and human generosity. From the terrible explosion at the Kendall Street Highway Garage, to the unprecedented arrangement for the Ryder Cup Matches, to our efforts to assist our storm ravaged Nicaraguan Sister City, Quezalguaque, Brookline's commitment to excellence and human dignity was displayed throughout.

As always, our efforts have been based on a profound respect for the financial bottom line. Our community has benefited from a remarkably healthy economy, but we have continued to adhere to our fiscal policies for operating purposes, capital improvements, and reserves. The Town once again received a Aaa credit rating from Moody's Investor Service and end-of-the year fund balances were most favorable. Overall, the Town persisted in its commitment to address our substantial backlog of capital needs without unnecessarily expanding the operating budget base. As examples, the number of town employees is vir-



Brookline's Town Administrator and Board of Selectmen

tually the same as in 1994; collective bargaining agreements have been within the Town's ability to pay; and except for state mandates, operating overhead has not been expanded. Our vigilance about preserving stability in both good and difficult economic times continues to frame our efforts.

RYDER CUP – "Making Golf History"

On March 24, 1998, the Board of Selectman voted approval of a landmark agreement with The Country Club (TCC). The Agreement represents one of the most sweeping programs ever by any local government concerning a major professional golf event. Based upon a partnership relationship, the Agreement.

- Creates the potential for the Town to realize \$3 million.
- Establishes a framework for comprehensive traffic and parking arrangements, along with expedited permitting and licensing.
- Establishes a Community Partnership Program to create a socially beneficial legacy.
- Facilitates commercial area benefits and town celebrations to give everyone in the community the chance to enjoy a positive experience.



\$3 Million Payment –The Park and Recreation Commission voted in January, 1998, to allow TCC to extend its Ryder Cup Hospitality Program from its grounds to the adjacent town-owned Putterham Meadows Golf Course. The Country Club committed the equivalent of 1,000 tickets for the Putterham event from which the Town

is guaranteed 100% of the first \$3 million in net revenue and 50% of any net revenue over \$3 million. In exchange for this favorable financial arrangement, the Town agreed to allow event parking at Larz Anderson (3,000 cars) and at Putterham (1,000 cars).

As part of its vote, the Park and Recreation Commission mandated strict guidelines for the preparation and remediation of town open spaces used for parking. Specialists from the Arnold Arboretum and the University of Massachusetts were retained to assist the development of guidelines. For example, as a means of minimizing impacts, parking will not intrude into tree and shrub driplines.

Transportation Plan - The Ryder Cup Transportation Plan relies to the fullest extent possible upon public transit. Detailed arrangements have been made with the MBTA to shuttle up to 20,000 attendees from both the Green and the Orange lines to The Country Club. Parking on town properties, on TCC grounds, Pine Manor College, and Allendale Farm will accommodate 14,000 patrons. The balance will arrive through various means of tightly managed private shuttle services.

Extensive attention has been given to potential high impact neighborhoods such as Button Village. Multiple meetings have been held with the neighbors to explain traffic and parking arrangements and to gather community feedback to devise mitigation plans.

TCC and PGA of America have formulated a noise and light mitigation plan with particular attention to immediate abutters. The Town will monitor these activities very closely to ensure compliance with the Noise Control By-Law and other protocols.

Community Partnership – A special provision of the agreement between the Town and The Country Club calls for the Club to “undertake its best efforts to provide assistance and cooperation to the Town in the creation and conduct of programs/activities associated with the Ryder Cup that promote diversity and access to the game of golf.” To accomplish this objective, the Selectmen appointed a Community Partnership Committee to ensure that the legacy from the Ryder Cup benefits those in town who are most in need. Chaired by Selectman Joseph Geller, the Committee includes:

Selectman Donald Weitzman
 Charles A. Baker
 Dorothy M. Heffernan
 Hezekiah Pratt
 Gabriela Romanow
 Elaine Li Shiang, M.D.
 Stephen Bressler
 John Bain

David Trietsch
Susan Howards
Ardell Otten
Robin Ellis
John Hall
David Chag
Lionel Spiro

The Country Club has agreed to make a donation of at least six figures to a special community partnership fund as a permanent endowment. Other potential sources of income for the fund are proceeds (5%) from the sale of specially created Brookline Ryder Cup merchandise and from event tickets donated for this purpose. Over the long-term, it is anticipated that future events and other local institutions will participate with the fund as a means of providing community benefits.

Community and Commercial Activities – Early in the planning process, the Ryder Cup Committee agreed on the importance of the Town projecting a characteristically Brookline “look”. A Special Town Logo was produced based upon Brookline’s unique place in golf history. A logo based loosely upon the profile of Brookline resident and golf legend Francis Ouimet was designed to provide an integrated visual theme for street banners, informational materials, and merchandise. More than 500 pole banners are planned for placement throughout commercial areas and major thoroughfares; Brookline promotional materials are to be produced for ticket-holders, area hotels, and key distribution points, including a dedicated Web site; and special permission has been granted by the PGA of America to allow for a Brookline line of merchandise to be sold by Brookline merchants only. The Ryder Cup Committee, Chaired by Selectman Kalikow, deserves much credit for establishing what likely will be considered a national model for local government management of a major professional sporting event. Committee members include:

Selectman Joseph Geller
Ronny Sydney
Mark Favermann
Robert Murphy
Fritz Steele
Steve Goldenberg – Chamber of Commerce
Frances Shedd Fisher – Greenspace Alliance
John Bain – Park and Recreation Commission
Besty Shure Gross – Conservation Commission
Dr. Gary Gross – Preservation Commission
Robert Sperber – Economic Development Advisory Board
Fred Levitan – Transportation Board

TOWN DEPARTMENT REPRESENTATIVES

Daniel O’Leary, Police Chief
Robert English, Fire Chief
Tom DeMaio, DPW Commissioner
Jack Harris, Director of Transportation/Engineering
Bob Lynch, Director of Recreation
Alan Balsam, Director of Health and Human Services
George Driscoll, Associate Town Counsel
Marge Amster, Celebrations Coordinator
Richard Kelliher, Town Administrator

ECONOMIC DEVELOPMENT

Economic Development efforts reached a new plateau in 1998 with initiatives on many fronts. The Economic Development Advisory Board (EDAB) and Economic Development Officer Amy Schectman deserve much credit for this important aspect of our overall effort to maintain an appropriate land use mix and tax revenue balance. Only 19% of the property tax levy is derived from the commercial sector, creating disproportionately higher burden on residential property taxpayers. By way of comparison, 64 % of the property tax levy in Cambridge is commercial, 70% in Boston. The revenue implications of just three of the many projects managed by EDAB in the past year illustrate the importance of this effort.

Kendall Street Garage – On April 28, 1998, the Board of Selectmen voted to recommend that ParenCorp be designated as the developer of the 2.4 acre site that had been occupied by the DPW Highway Garage and Sewall School. The vote followed an extensive citizen participation process to guide the re-use of these town-owned properties. The purchase price after a competitive bidding process is \$1,040,000, a portion of which is earmarked for final environmental remediation. The balance (\$540,000) is programmed to augment funding for the Senior Center Project. The environmental remediation will close-out a continuing clean-up operation that has cost the Town \$50,000 a year for the past three years.

In addition to the purchase price and the elimination of an environmental liability, the Kendall Crescent Project will provide 35-40 units of housing. Approximately 15% of the units will be low-moderate in accordance with the Housing Set-Aside By-Law. This development is expected to generate approximately \$160,000 a year in property taxes from the previously tax-exempt parcel. A neighborhood committee effectively guided the re-use of this town-owned property to a successful conclusion.

COMMITTEE MEMBERS

Selectman Donna Kalikow
Amy Schectman
Helen Charlupski

Joseph Geary
David Hamlin
Linda Hamlin
Patty Libby
John Lojek
Robert Martel
Tom Nally
Andy Olins
Scott Osterweil
Al Scott
Michael Vallee
Claire Weiss
Jay Woodward

Leonard Bernstein
Dana Brigham
Stuart Dash
David Breitbart Frischling
David-Marc Goldstein
Debra Hall
Jonathan Kurtzman
Janice Lesniak
Fred Levitan
David Trietsch
Donald Warner
Mark Zarrillo
Amy Schectman

TJ Maxx – After acquisition of Purity Supreme by Stop & Shop, the supermarket chain announced the plan to divest itself of the Purity Supreme on Harvard Street. At the time, the property was paying over \$71,000 in real estate taxes. In the Fall of 1998, a new TJ Maxx store opened at this site. Prompt intervention by EDAB facilitated this new use which not only avoided a decline in property tax payments, but the property is expected to generate a greater tax levy payment going forward. As importantly, the building facade and landscaping are much improved and attractively compliment the neighborhood and recent Harvard Street improvements.

Webster Street Hotel – Perhaps the most ambitious undertaking of the Town since the redevelopment of Parcel A and Village Place decades ago is the proposal by EDAB in the Spring of 1998 that a limited use hotel be considered for the Webster Street parking lot.

The Board voted on November 5, 1998, after an extensive public process, to authorize EDAB to solicit proposals for the hotel concept at the Webster Street site. The Board voted this authorization in large part because of the unique revenue generating possibilities that a hotel can provide. In addition to increased property taxes, outside the Proposition 2 ½ cap, the Town is also entitled to a 4% room tax. The real estate and excise tax proceeds from a Webster Street hotel are preliminarily estimated by the Chief Assessor to be at least \$500,000 a year in revenue to the Town. This sizeable increase in revenue capacity is in addition to any value realized from the transfer of the site itself. That value would not only underwrite the replacement of the parking spaces in the Town lot, but also potentially provide leverage for increased parking, and perhaps contribute to significant improvements on the Webster Street streetscape.

HOTEL PROPOSAL SCREENING COMMITTEE

Selectman Joseph Geller
Renee Alexander

CAPITAL IMPROVEMENTS PROGRAM

Over the past several years, the Town has made a significant commitment to its capital improvements program (CIP) to address the backlog of capital improvement needs created by the under-investment in the Town's capital infrastructure during the late 1970's and the 1980's. In the last 10 years, the Town has invested \$176 million in the CIP. This compares with an investment of just \$32 million over the previous decade.

In order to have appropriate project management capacity, two full-time managers have been hired.

The Board continued the practice of assigning a Board member to each major capital project, working in conjunction with the Building Commission. Three of the largest on-going capital projects in 1998 are described below.

High School Renovation - The High School began its second year of construction with the opening of the new addition, which contains the administration area, library, new classrooms, meeting rooms, and the beautiful atrium which now serves as the grand entry way to the entire campus. Work then shifted to the Tappan Street Gymnasium, the Cafeteria, the A-Wing, the Auditorium, and all the other spaces on that side of the main campus. Despite a very tight schedule and numerous setbacks, school opened on time in September. There were areas that lagged behind, including the gym and some of the specialty classrooms. Efforts for the remainder of the year focused on completing these areas and beginning work on the Welland Road wing.

The Project Oversight Committee (POC) has continued its close oversight of this project, which is no small endeavor after all the years of planning, design, and construction. The POC continues to work on enhancing the overall delivery of services and improvements with the resources that are available in order to ensure a high quality project.

Baker School - Early in the year, the Town debated the merits of proceeding with renovations with the school occupied or with moving staff and students to locations elsewhere in town. After much discussion, it was finally agreed that moving off site would be best for the education of the students. In addition, this approach will allow those involved with the renovations to direct all their efforts accordingly.

Design proceeded through the Spring and Summer with all town departments and the school department heavily involved. In addition, the required planning for moving and associated logistics was underway. In the Fall, the project was put out to bid, and before the end of the year, filed sub-bids were received. The result of this phase of the bid process was encouraging in that the overall dollar amount of the low bidders suggested that the General Bids, to be received early in the new year, would be at or below budget.

Municipal Service Center - At the beginning of the year, the construction of the new Municipal Service Center was in its final stages. As the Summer approached, the pace of the contractor was of concern. The Building Commission and the DPW then re-doubled their efforts to get all parties to perform and by early Fall, the project reached substantial completion. The DPW then began the big task of moving its operations from the old Kendall Street facility to the new building. Typically, as this process unfolds, one can expect a certain amount of start-up problems, and this project was no exception. However, the close collaboration of the DPW and Building Department has served the Town well and the rest of the year was spent solving the problems as they arose.

As the year ended and these efforts continued, the new Municipal Service Center became fully operational. The new Municipal Service Center not only allows the Town to efficiently and effectively deliver services to the community, but it is also recognized as an aesthetically attractive building. Indeed, it has become a model for other communities as they consider their needs.

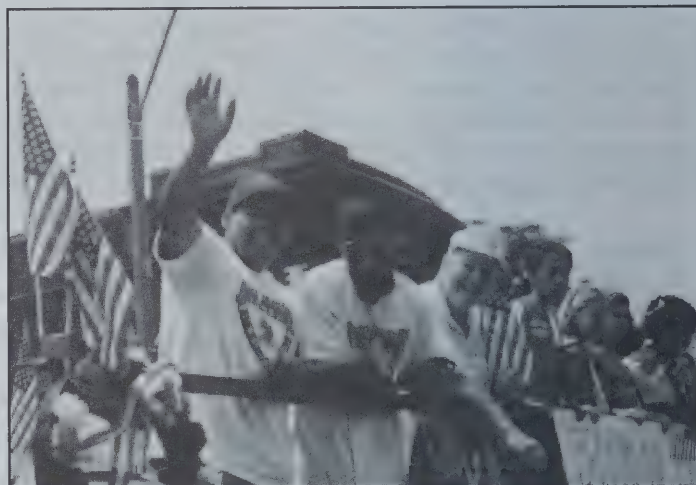
PUBLIC CELEBRATIONS

The cultivation of events that foster civic pride and community goodwill continues to be a priority of the Board of Selectmen.

The Flag Day Parade began in 1990, First Light was started in 1995, and the Taste of Brookline commenced in 1997. All three events grew in scope and stature in 1998. Held on November 8, 1998, First Light provided an afternoon of arts and shopping to promote Brookline's merchants. Over 100 activities in and around 75 different stores, offices, and restaurants anchored the event that prominently displayed Brookline's talents and diversity.

Especially rewarding was the growth in private sponsorship of First Light, which received more than \$17,600 in combined individual and corporate contributions. We are deeply indebted to the First Light Committee:

Donna Kalikow, Selectman
Sarah Rosenfeld
David Friedberg
Barbara Soifer
Bill Landau
Victor Cockburn
Karen Chase
Chobee Hoy
Barbara Marcus
Devorah Shortsleeve
Sue Kelliher
Robert Cahill
Amy Schectman
Marge Amster



Flag Day 1998

The Flag Day Parade and Celebration was held on June 21, 1998. The events once again included a children's carnival, flea market, pancake breakfast, road race, and of course the Parade itself, which featured nine bands and numerous other entrants. We thank the Boston Athletic Association for its support of the Flag Day Road Race. We are particularly grateful to the Program Book sponsors. Because of their generosity, the event ended with a small surplus. And, as always, the festivities could not have happened without the tireless efforts of the Flag Day Committee and especially the leadership of Building Commissioner Jim Nickerson, former Selectman Michael Merrill, and Assistant Veterans Agent Maureen Carter. The other Committee members in 1998 were:

Selectman Ronny Sydney
Selectman Donna Kalikow
Richard Bargfrede

Ken Carter
 Deborah Cohen
 Polly Cornblath
 Luster T. Delany
 A. Thomas DeMaio
 Jeannette Doetsch
 John G. Harris, Jr.
 Robert T. Lynch
 Chou Chou Merrill
 Captain Peter Scott
 Barbara Tynan
 Paul Willis
 William Riley
 Bill Schlesinger
 Richard Kelliher

The Taste of Brookline took place on March 1, 1998, at the Holiday Inn. Twenty-seven local restaurants served up their best samplings to over 1,200 participants. The event not only provided an opportunity for Brookline establishments to showcase themselves, but also raised \$8,886.31 for the Brookline Food Pantry and the Family Table. This event would not have been possible without the financial support of Harvard Vanguard and the 27 participating restaurants, who, in recognition of their generosity, are listed below:

Fresh City Wraps
 Fajitas and Ritas
 India House
 Café Nicholas
 Bok Choy
 Kokopelli Chili Co.
 Chef Chang's House
 Atrium Café (Holiday Inn)
 Figs
 Baja Betty's Burritos
 Jera's Juice
 New England Soup Factory
 Skipjacks
 Vinny Testa's
 Providence Restaurant
 Veronique
 Zaatar's Oven
 Pandan Leaf
 B&D Deli
 Chef Chow's
 Coolidge Corner Clubhouse
 Goemon Japanese Noodle

Matt Murphy's
 Brueggar's Bagels
 Bombay Bistro
 Casa Mia
 Ming Garden

We are hopeful that the Ryder Cup experience in 1999 will provide the impetus for an even more comprehensive public celebrations program in the future. Streetscape enhancements, commercial area promotion, and community festivals associated with the Ryder Cup could provide for an annualized program of events that can be self-sustaining over the long-term. Once the Ryder Cup is completed, the Town's tercentenary anniversary will be only five years away.

LEGISLATIVE ACTION

Working locally with Town Meeting and at the state level with the Legislature, the Selectmen were extensively involved in a variety of measures in 1998 that had municipal, regional, and, occasionally, international implications.



Brookline's Legislative Delegation with Town Officials

Retiree Cost of Living Adjustments (COLA's) – Perhaps the most complex legislative initiative for 1998, or perhaps for any year in recent memory, was the question of adopting local option legislation for the Town to provide COLA's for retirees. The debate spanned the Annual Town Meeting, two Special Town Meetings, and a sometimes contentious hearing before the Legislature's Joint Committee on Public Service.

In 1997, the Legislature voted to shift the funding of COLA's from the State to the cities and towns. In 1981 after the enactment of Proposition 2 ½, the State had assumed the cost of funding COLA's. The Massachusetts

Municipal Association estimated that through the change, the State shed a \$100 million annual obligation. Unfortunately for Brookline, our actuaries projected a cost to the Town of \$130 million over 30 years.

Beyond the question of who shall bear the burden of cost, the COLA legislation barred Town Meeting from participating in whether COLA's should be granted from year to year, once it accepted the legislation. This prompted the Selectmen to support both the acceptance of the local option legislation and another Special Act which proposed that COLA's granted by the Retirement Board be approved by Town Meeting. Town Meeting rejected the local option by a substantial majority and acted overwhelmingly in favor of the special legislation to grant its approval over annual COLA's.

The Joint Committee on Public Service held a hearing on the Town's Special Legislation on June 29, 1998. Selectmen Kalikow, Hoy, and Goldberg testified. The Committee made it absolutely clear that it would not approve amendments to its local option COLA legislation. The Committee summarily denied favorable action immediately after the hearing.

In response to a petition of more than 200 registered voters, the Board of Selectmen voted on June 16, 1998, to call a Special Town Meeting as soon as possible, to request Town Meeting to consider again the acceptance of the local option statute to pay for retiree COLA's. On September 8, 1998, the Special Town Meeting voted overwhelmingly in favor of accepting M.G.L. Ch. 32, Section 103, resulting in the retirees receiving a 2.1% COLA without having to wait another year. From the perspective of the Board of Selectmen, there was never doubt that this adjustment was warranted. The only question that was debated by the Board throughout this period was whether Town Meeting could have a role in the COLA approval process.

Healthcare Benefits for Domestic Partners – In 1997 the Board of Selectmen recommended favorable action by Town Meeting on a petitioned article that proposed the Town make group health coverage available for same sex partners of town employees. Because of reservations about the form of this article, Town Meeting instead voted referral to the Moderator's Committee on Domestic Partnership Health Benefits.

Based upon the revamped approach of the Moderator's Committee, the Board of Selectmen voted on April 28, 1998, to recommend again favorable action by Town Meeting on providing group health coverage for town employee domestic partners, as prescribed in the Domestic Partnership By-Law. The Board of Selectmen extends its appreciation to the members of the Moderator's Committee who so carefully crafted a workable approach to this complex issue:

Selectman Donald Weitzman

J. Shoshanna Ehrlich

Mark Manin

James Schlesinger

Martin Tannenbaum

Robert Volk

David Turner

Gerard Hayes

Subsequent to the Annual Town Meeting, the Board of Selectmen voted on June 2, 1998, to adopt an Executive Order implementing the Town Meeting vote:

WHEREAS, it is the policy of the Town of Brookline to assure that all employees/retirees and their families shall have equal access to health care employment benefits; and

WHEREAS, it is the Town of Brookline's intent to offer health care coverage to domestic partners and their dependents on the same basis as it offers such coverage to married employees and their dependents; and

WHEREAS, the Town has adopted a domestic partnership by-law that provides for the registration of domestic partnerships with the Town Clerk; and

WHEREAS, the Board of Selectmen is the appropriate public authority to negotiate with and purchase, on such terms as it deems to be in the best interest of the Town and its employees, health insurance; and

WHEREAS, the Town of Brookline, acting by its Board of Selectmen, has the power and authority to provide wage and fringe benefits to its employees and their dependents and partners;

NOW THEREFORE, We, the Board of Selectmen, as the Chief Executive Officers and the appropriate public authority for the Town of Brookline, Massachusetts, on this 2nd day of June, 1998 do hereby determine and declare that the domestic partner of a full-time town employee/retiree, who, together with that town employee/retiree have registered as domestic partners under the Town's domestic partnership by-law, as amended by the 1998 Annual Town Meeting, shall, upon application, be offered health care benefits.

500 Yard Legislation - In August, 1998, Governor Cellucci signed into law special legislation allowing police officers in Boston, Brookline, and Newton to exercise full powers 500 yards into each other's jurisdiction. In particular, police in Brookline, which is bordered on three sides by Boston and by Newton on the fourth, have been hampered by the traditional statutes regarding cross-jurisdictional actions. Over the years, a number of cases brought by Brookline police had been dismissed because the enforcement

actions taken by officers for offenses committed in Brookline could not be carried out if those responsible moved beyond Brookline borders – vehicular pursuit, for example.

The Town of Brookline and its Police Department took the lead in this effort through Town Meeting approval of the special legislation in 1996. In the subsequent two years, approvals were sought from the Newton Board of Aldermen, Boston City Council, and ultimately the state Legislature. This statute is believed to be the only one of its kind in Massachusetts.

The extended effort to enact this legislation resulted from the complexities involved with cross-jurisdictional enforcement actions. The three departments themselves had to come to agreement on how to handle routine matters, arrests, court prosecutions, and citizen complaints that could arise while officers act under this authority. Of particular concern were civil rights protections, particularly involving the practice of racial “profile stops”. The Brookline Police Department is a leading proponent to end this practice in local law enforcement. The Department went to great lengths to assure all involved that the 500-yard legislation would not be used to encourage “profile stops”. It is now generally perceived that the legislation has become an effective tool to make Brookline a safer community.

Dover Amendment Committee – The Dover Committee was formed by the Selectmen to address the impact of the State’s Dover Amendment on Brookline’s residential districts. The Dover Amendment limits local zoning control of educational uses.

The Committee began by evaluating the zoning regulations related to educational uses of similar Massachusetts communities and began to discuss what would be appropriate for Brookline. Both an educational overlay district with stricter dimensional requirements and administrative site plan review regulations were proposed for consideration by the Fall 1998 Town Meeting. Town Meeting approved the site plan review regulations but concurred with the Planning Board, Advisory Committee, and Selectmen that the dimensional requirements of the overlay district needed further refinement and should be referred back to the Dover Committee.

The site plan review requirement which Town Meeting approved requires educational institutions to meet with the Planning Director, send notices to relevant Town Meeting members and abutters, and submit relevant information, including traffic and parking, before issuance of a building permit. These measures ensure that the Town has complete information about the project and its impacts, that neighbors know what is proposed before construction occurs, and that suggestions for improvements to the project are considered by the applicant. Although recommendations by the Planning Director are advisory, experience

has shown that issues of neighborhood importance or solutions not previously considered are often willingly incorporated into building and site plans when pointed out to the institution.

The Committee is continuing to develop a workable solution to the problem associated with the Dover Amendment. The Committee members are:

- Selectman Gilbert R. Hoy
- Selectman Deborah Goldberg
- Jerome Kampler
- Eliot Green
- Julius Levine
- Jonathan Margolis
- Wendy Warring
- Ernst Weglein
- John Woodward
- John Harris
- David Turner
- Daniel O’Leary
- James Nickerson
- Polly Selkoe

LOCAL INITIATIVES

Licensing Enforcement – The Board takes very seriously its responsibility to regulate the establishments it licenses for the sale of alcoholic beverages to the public. At the present time there are 61 restaurants, 12 package stores, and four clubs which are licensed to sell. A number of these are restricted to the sale of beer and wine.

The Board imposes upon these establishments its own very strict and comprehensive set of regulations. These regulations are above and beyond state laws and ABCC regulations. Alcohol server training is required of all managers and servers of alcoholic beverages. The Town’s Health Department offers a training program to the licensees. To enforce the regulations, the Board appoints a Brookline Police Officer whose primary responsibility is to monitor the licensees for compliance.

This past year, the Board took a number of enforcement actions as a result of two Police Department “sting” operations. The Police Department cited 19 establishments for the sale of alcohol to minors.

For 14 of these establishments it was their first offense. In those instances, the establishments received a two-day suspension of their license, which would not be imposed if there were no other violations for the balance of the year. In four cases, it was a second offense, which resulted in a three-day suspension. In one case, it was a fourth offense, which resulted in the revocation of the license.

The Board and Police Chief have agreed to continue the strict monitoring and enforcement activities to ensure the responsible service of alcoholic beverages and the protection of the public.

Day of Dialogue – The 30th anniversary of the deaths of Dr. Martin Luther King Jr. and Robert Kennedy was observed in 1998. This year was especially meaningful for citizens to plan a Day of Dialogue to discuss issues of race, class, and gender in Brookline. The Event was held on Sunday, March 15, 1998, at Temple Ohabei Shalom.

More than 125 persons participated in the Day of Dialogue. Selectmen Sydney, Kalikow, Hoy, and Weitzman represented the Board. Several town department heads also participated including the Town Administrator, Police Chief O'Leary, and Human Relations-Youth Resources Commission Director Stephen Bressler, who worked with the planning committee that organized the program.

Several recommendations emerged from the group sessions that were led by volunteer-trained facilitators.

The Board extends its deepest appreciation to the Day of Dialogue Committee:

Selectman Ronny Sydney
Rachika Bajaj
Stephen Bressler
Reverend George Chapman
Fran Colletti
Arthur Conquest
Reverend Patricia Coughlin
Jane Daniels
Frank Farlow
Reverend David Johnson
Jodie Kliman
Bob McCain
Ardell Otten
Cynthia Price
Rabbi Sandy Seltzer
David Trimble

Sister City Resolution – For the 1998 Special Fall Town Meeting, the Board of Selectmen, at the recommendation of concerned citizens, proposed a resolution to rally community support for Brookline's Sister City, Quezalguaque, which is in the region of Nicaragua devastated by Hurricane Mitch.

AN APPEAL FOR DISASTER RELIEF FOR OUR SISTER CITY QUEZALGUAQUE, NICARAGUA

'WHEREAS, Quezalguaque, a rural community of 1,200 families in northwest Nicaragua, was designated as a Sister City by the Board of Selectmen in 1987; and

WHEREAS, Quezalguaque, is located just two miles from the horrific mudslide, caused by Hurricane Mitch, which took more than 2,000 lives and destroyed or damaged nearly 10,000 homes; and

WHEREAS, Quezalguaque itself has two confirmed deaths, 97 missing persons, and hundreds of damaged homes; and

WHEREAS, our Sister City is fortunate enough to have one of the region's few health clinics still in operation – a health clinic supported by the Brookline Sister City Project; and

WHEREAS, the clinic is in desperate need of medical supplies, and the people of Quezalguaque will be in dire need of food, housing, and other necessities well into the future; and

WHEREAS, the Town of Brookline has a long history of giving for those in need, particularly people suffering from the ravages of natural disaster;

THEREFORE, be it resolved, that we, the members of the Board of Selectmen, offer our unqualified support for the newly established Brookline Sister City Fund for the purpose of providing disaster relief to our Sister City Quezalguaque; and further that we will appeal to the generous spirit of Town Meeting and our entire community to lend support to this lifesaving effort.

The Resolution elicited a remarkable community response. Using the Town census, private fundraising events, and other means, over \$45,000 was raised for disaster assistance along with 30 tons of desperately needed foodstuff and materials. The Sister City Committee worked extraordinarily hard in a very short period of time to produce these results for Quezalguaque. On the entire Committee's behalf, John Bassett, Maxine Shaw, and Frank Farlow had made appearances before the Board of Selectmen. We thank them and everyone who gave time and donations to this extraordinarily worthy project.



Selectman Kalikow and TMM John Bassett with Sister City Committee Members

In addition to the Sister City Resolution, Town Meeting also voted a Resolution condemning the violence perpetrated by the government of Indonesia against the people of East Timor. On another front, unfortunately, the Town was advised of a judicial decision suspending an Article adopted in 1997 that limited Town interaction with corporations that conduct business with the government of Burma.

"We Care" Committee – On January 12, 1998, at the Brookline Town Garage on Kendall Street, there was a terrible accident involving four members of the Department of Public Works that left two of the individuals badly injured. Chris Penrod and Al Slavin sustained very severe burns and were hospitalized for several months before being released to begin a prolonged phase of physical therapy and corrective surgeries.



We Care Committee Chairman Doug Rodman with Al Slavin and Chris Penrod.

DPW Commissioner A. Thomas DeMaio worked to establish the "We Care" Committee to lend financial and moral support to the injured workers and their family members. The Committee was chaired by Doug Rodman and consisted of 20 other concerned citizens, town officials, and co-workers of the injured men. A fund was established in cooperation with the Brookline Municipal Credit Union and was overseen by Managing Director James Hughes.

Events were planned by the Committee to both raise funds and to demonstrate the Town's care and concern for these two badly injured individuals. The scheduled events included a Golf Tournament, all day family cookout, and an open air concert, which were held on June 20th. Also, was the Flag Day Parade and Carnival held on June 21st in honor of all the members of the Department of Public Works and their families. These gatherings were extremely well attended and were testimony to the Town's long-term commitment to the welfare of Chris Penrod, Al Slavin, and their families.

By the dedicated effort of the "We Care" Committee Members and the volunteers and participants in the events, the Committee raised more than \$50,000 to assist the victims in their long recovery effort.

WE CARE COMMITTEE MEMBERS

Doug Rodman
Rich Bargfrede
Dominic Bennett
Bob Clark
Tom Curtin
Tom DeMaio
Fred Doldt
Ed Donnelly
George Driscoll
Bob English
John Healy
Dottie Heffernan
Jim Hughes
Peggy Kelly
Bob Lynch
Jim Nickerson
Mike O'Reilly
William Riley, Jr.
Ted Steverman
Tom Taylor
Pat Ward

Public Safety Hiring - The Board appointed 14 new police officers in April, the first time in two years that new officers were hired. Expectations are high for the graduates, as their performance at the Training Academy suggested that they are a special class. Three of the class' top four academic performers were Brookline cadets, including the top scorer. The class president was also a Brookline cadet as was the class secretary and one of the squad leaders. A woman from the Brookline class broke the state weight-lifting record. The officers started patrol assignments on October 1, the first two weeks of which were spent in the Field Training Officer Program, a new program that pairs each new officer with a veteran officer for hands-on training.



New firefighters

The Board appointed two separate classes of firefighters: a class of four on December 27, 1997 and a class of 10 on May 18, 1998. The Town had not hired firefighters since 1991. Having a full complement of firefighters allows the Chief to staff each of the seven fire companies with a minimum of four personnel, as required by the collective bargaining agreement, without having to rely heavily upon the use of overtime to do so. The new firefighters will help the Department continue its impressive record of responding to all emergency calls within four minutes. The group sworn-in during 1998 included the first woman ever appointed to the Brookline Fire Department.

STRATEGIC PLANNING

Planning Department Reorganization - In the Budget Message of February 15, 1998, the Town Administrator called for the creation of "a Special Committee to develop a comprehensive plan for staff transition and possible organizational change" in the Planning Department. This call was precipitated by the announcement of Planning Director Jay Woodward to retire by July 1, 1999. The prospect of department head transition in this area of vital importance creates an opportunity to review how the Town's planning, housing, and development functions are organized.

The Board of Selectmen subsequently authorized the creation of a special Planning Department Review Committee. Its members were:

Joseph Geller	Chairman, Board of Selectmen
Donald Weitzman	Selectman
Roger Blood	Chairman, Housing Advisory Board
Robert DeVries	Chairman, Planning Board
Patricia Libby	Chairman, Preservation Commission
Richard Leary	Former Town Administrator

Robert Sperber

Co-Chair, Economic Development
Advisory Board

Robert Stein

Committee on Town Organization and
Structure

Richard Kelliher

Town Administrator

The Committee met seven times from March 25, 1998, to September 2, 1998. At its organizational session the Committee decided to engage in an extensive fact-finding effort. Three fact-finding sessions were held to gather perspectives from town staff, planning professionals in other jurisdictions, and from town Boards and Commissions. The remaining meetings concentrated on discussion of organizational concepts and development of corresponding by-law language.

The Committee recommended a by-law change transforming the Town's planning operations into a new Department of Planning and Community Development. The recommended changes were approved by the Board of Selectmen on October 15, 1998. The proposal was also approved by the Advisory Committee and the Committee on Town Organization and Structure.

The by-law change is modeled after the Home Rule Legislation adopted in 1993 that created a unified Finance Department. Specifically, the reorganization creates the framework to bring together planning, housing, development, and preservation functions. It also significantly upgrades the department head position and creates senior staff positions to bring greater cohesion to operations. The reorganization was also seen as setting the stage for recruiting a new director and laying the organizational groundwork for the preparation of the Comprehensive Plan.

Town Meeting voted overwhelmingly in favor of the reorganization. The effort by the Committee is very much appreciated.



Board of Selectmen with new police officers.

Future Search – Five years ago, the Board of Selectman began a collaboration with the League of Women Voters (LWV) for a long-term planning project that came to be known as Future Search. The opinion questionnaire was an outgrowth of this effort.

Future Search efforts came together during the weekend of May 13-14 when 70 people joined the League in a 16-hour exercise in strategic thinking. Selectmen Geller, Hoy, Weitzman, and Goldberg participated in the event. The group was led by Gary Graham of Graham/Meus Design Strategies and Anne Litwin of Anne Litwin Associates.

Ultimately, the exercise led to the identification of several long-term goals that were to be further developed by individual Task Forces. The goals identified were: excellence in education; community improvement; diversity and inclusion; open space; appropriate development; parking and transportation; and revenue enhancement.

The LWV produced a comprehensive Future Search Report that reflected the follow-up work of the Task Forces. The Report and other efforts are expected to help the League step forward to assist the Town with the decennial Comprehensive Plan. We are deeply indebted to the Brookline LWV for their leadership in this area, especially Future Search Co-Chairs Dottie Blom and Lee Cooke-Childs, First Vice President Christine Perry, and Suzanne DeMonchaux who prepared the final Report "Ideas for Long Term Planning to the Town of Brookline."

Census Survey - For the second consecutive year, the Town conducted a survey of citizen opinions concerning selected issues and general Town services. Town Clerk Patrick Ward and Information Services Director Jon Snodgrass again coordinated the effort through the annual census.

More than 9,000 households responded, a return rate of 30%. Although the survey is not a statistically valid sample, the sheer volume of the responses merits serious attention.

The opinions expressed regarding town services were remarkably consistent with those received the previous year. Three-quarters of the 45 itemized services received favorability ratings of 90% or higher. Grouped into six categories, the responses were:

	%	%
	FAVORABLE	UNFAVORABLE
Public Safety	94.87	5.13
Planning and Development	85.80	14.20
Education	96.73	3.27
Physical Plant	89.93	10.27
Health/Social Services	95.08	4.92
Recreation	93.20	6.80

The League of Women Voters also used the survey as a means of follow-up to the quality of life questions raised in the first survey the prior year. LWV's questions addressed the cost of housing, parking, and school funding. In her report to the Board of Selectmen, the LWV President stated that because of the survey, the Town knows much more about trends than it had before. The data was to be made available to the Future Search process.

CONCLUSION

Capping six years as a member of the Board of Selectmen, Ronny Sydney completed her final term as Chairperson in May, 1998. The Board expressed its respect and affection for her in a ceremony honoring her service to the Town. Ms. Sydney was remembered for her leadership in domestic violence prevention, an in-depth knowledge of education, her dedicated work on behalf of all town departments, and commitment to innumerable other causes and activities.

Deborah Goldberg succeeded Ronny Sydney in the Town Election of May 5, 1998. She was welcomed to her first meeting as a Selectman on May 12, 1998.

Ronny Sydney's departure from the Board heralded even greater political change in the November State elections. She defeated John Businger in an extremely close campaign for State Representative, a position he held for 28 years. The Board also honored John Businger's years of service in a Resolution stating that "he never wavered in his dedication to the citizens of Brookline and always did what was in the best interest of the community."



Ronny Sydney

Of course, the turnover in State Representative for the 15th Norfolk district was not the only change in Brookline's legislative delegation. Cynthia Creem of Newton has succeeded Lois Pines as the Town's State Senator. Senator Pines was also praised by the Board for being "a tireless, passionate, and effective advocate for the citizens of Brookline."

In addition, Brian Golden of Allston was elected as State Representative for Brookline Precincts 12 and 13 and Ruth Balser of Newton was elected to represent Precinct 15. The new members of the delegation join incumbent legislators David Donnelly of West Roxbury who represents Precinct 16 and Representative Paul Demakis of Boston who represents Precinct 1.

The transition in the Town's legislative leadership comes at an especially crucial juncture. Many of the issues to be addressed in the upcoming two-year Legislative session will have profound ramifications for Brookline in the 21st Century. The reauthorization of ED Reform; fulfilling the

commitments to the Beacon Street Reconstruction Project; the approval of Chapter 90 street funding; funding Muddy River flood mitigation and restoration; special education reform; and many other proposals for personnel, labor relations, retirement system, etc. will impact the Town's ability to continue to provide excellent services and to maintain its infrastructure well beyond the Millennium. The Board of Selectmen eagerly looks forward to working with state leaders, officials from all other government levels, our institutional and business neighbors, and, of course, our citizens to meet these and many other challenges by building upon the accomplishments of 1998.

TOWN ADMINISTRATOR

During 1998, my fourth year as Town Administrator, I found myself more deeply drawn into matters of statewide fiscal policy. Naturally, concerns with daily administrative activities and with local projects continue to dominate my agenda. However, emerging events have required that I devote more time and effort to intergovernmental affairs.

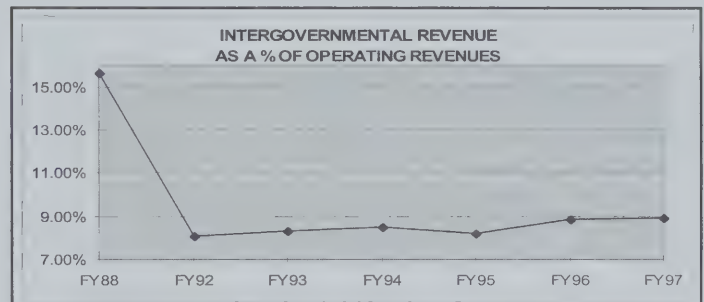
In January, 1998, I assumed a seat on the Board of Directors of the Massachusetts Municipal Association. This body convenes every month as the Local Government Advisory Committee to meet with the Governor. During the course of the year, the Association also asked me to serve on a revenue sharing task force and on a special committee regarding long-term education funding. I assumed these duties in addition to my holding a position on the Association's standing Fiscal Policy Committee.

The events pulling us more directly into the realm of intergovernmental funding are somewhat paradoxical. A very strong economy has provided our town government with a period of relative stability compared to the Proposition 2 ½ turmoil of the early 80's and to the severe downturn at the beginning of this decade. Yet, it is this comparatively strong economy of late that has underscored a distinctly disadvantageous long-term trend in local aid for Brookline.

Last Summer my office produced the Town's first Financial Trend Monitoring Report (infra). The Report revealed that

despite the growth in local aid of recent years, intergovernmental revenue still accounts for less than 10% of the Town's operating budget.

As the Report states, "this is still a far cry from the FY88 level of almost 16%." Net local aid (after subtracting state assessments) is actually \$1 million less than FY88. In terms of local aid per capita, Brookline ranks 197 out of 351 municipalities. The Town's relative position has actually dropped since 1992. During this period, the state-wide median of local aid per capita increased by 24%. Even the median for all 10 Aaa-rated municipalities rose by 21%. Yet the increase in per capita aid for Brookline over this time was only 7%.



To generalize, then, despite an extraordinarily strong economy, Brookline's share of local aid has relatively declined. During the 90's, the two principal sources of local aid have been Chapter 70 - Ed Reform funding and Lottery pro-



Town Administrator Richard J. Kelliher and the other members of the Brookline Management Team

ceeds. Understanding how their respective formulas operate explains, to some extent, why Brookline's share of local aid has proportionately diminished.

Chapter 70 - Ed Reform - The Education Reform Act of 1993 was enacted to ensure both equitable and adequate funding of public education. Adequacy is achieved through the establishment and attainment of a total spending target - the Foundation Budget - for each community. Through a combination of state aid and local effort, all communities are expected to reach this level over a seven-year period ending in FY2000.

The State committed to annual funding increases of \$250 million over this seven-year period. Essentially all of the State's general fund revenues available to assist cities and towns were funneled through this one program. Communities like Brookline, which spend well over the Foundation Budget level for education, receive only the "minimum aid" increase ranging from \$25 to \$100 per student. The Governor has proposed \$125 per student in the Fiscal 2000 budget. In FY99, the total distribution of Chapter 70 funds to all cities and towns was in excess of \$2.5 billion. Just 1/10th of 1% of the total was allocated to Brookline, with a student body that speaks 52 languages and with 18% of enrollment included in special education.

All communities are facing budget pressures from enrollment increases, special education (SPED), and other fixed costs. SPED in particular, which is a mandated program, has been a budget buster for all school systems including Brookline. SPED spending has gone from \$4.3 million in FY91 to a projected \$10 million in FY2000 - an increase of 132%. This compares with an increase of 48% for the balance of the school budget. In other words, of the \$15 million school budget increase over this period, nearly \$6 million, or 40%, has gone for the SPED program which serves almost one out of every five students.

Currently the State funds 50% of the costs of only those special education students enrolled in private residential placements (about 12 of the total 1,100 Brookline SPED enrollment). This is less than \$700,000 and represents only 7% of the total SPED costs for Brookline. Direct increased SPED funding and/or across the board increases in minimum aid to help communities deal with SPED and other fixed costs must be part of the education aid package for FY2000 and beyond.

Lottery - When the state lottery program was established, it was intended that the net proceeds of the program would be distributed exclusively as aid to cities and towns. In FY90, however, the State placed an artificial cap of \$306 million on distributions to cities and towns and retained the balance for state purposes. Although there were some increases in the cap for FY93, 94, and 95, it wasn't until FY95 that the State committed to restoring the previously diverted revenues to cities and towns over a five-year period ending in FY2000. Consequently, for the last five years, in addition to the normal increase in lottery revenues, communities were receiving phased-in increases from the diverted revenues. These double increases will end in FY2000. The total distribution for FY2000 is projected at \$670 million, of which Brookline's share is \$3.5 million, or ½ of 1%.

A growing concern is that lottery revenues appear to be leveling off, if not declining slightly. If casino gambling is approved in the State, there could be further erosion of lottery revenues. This revenue source, which has provided annual revenue increases of up to \$329,000, has essentially stopped growing and is expected to generate little, if any, increase in FY2001.

The Future - There will be many factors that will force a very intense engagement between state and local governments concerning the future of local aid. The Town of Brookline is a direct stakeholder in the outcome and must



Ryder Cup Committee

be an active participant in the debate in order to secure the resources needed to continue to provide essential health, safety, and education services.

The two proximate causes of this major policy debate about local aid are: (i) the expiration of the Ed Reform law and (ii) the "Capital Spending Crisis" due to the Big Dig and other major capital outlays by the State. Ed Reform II, as it has been labeled, will shape local education capacity well into the first decade of the 21st century. While we understand that the poorer communities must disproportionately benefit from state revenue sharing, Brookline must insist that funding formulas going forward demonstrate a much higher recognition of universally shared education requirements such as special education, student population diversity, enrollment growth, and facility maintenance.

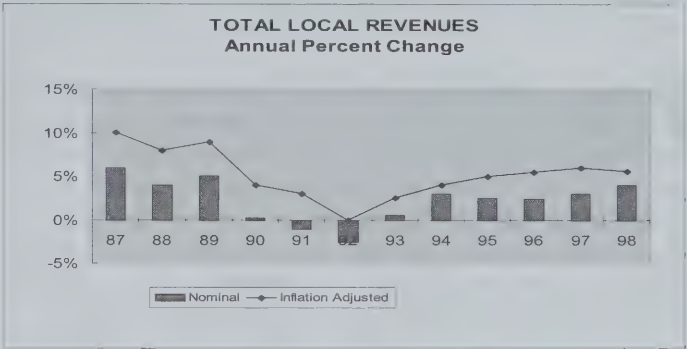
According to the Massachusetts Taxpayers Foundation, the State's "Capital Spending Crisis" is driven by a demand for capital spending that far exceeds the State's fiscal capacity. Transportation projects, in particular, are forcing the breaking point, with the Central Artery consuming 70% of the State's transportation spending over the next five years. Overall, demand from a variety of areas - state buildings, libraries, school building assistance, MBTA debt service - have driven up capital spending to approximately 10% of the State operating budget, so that Massachusetts now ranks third among all states in per capita debt burden. The first significant adverse proposal for local government from this capital squeeze is the Governor's recent transportation bond bill that reduces authorizations for local roadway improvements by two-thirds for the next two years. The Town's Chapter 90 allocation in recent years has been \$700,000 - \$800,000. For the coming construction season, Chapter 90 Funds are planned to be used for work on Chestnut Street, Independence Drive, Thorndike Street, Dean Road, Mountfort Street, Grove Street, and others. It is quite conceivable that the State capital-spending crisis might also effect other essential programs such as school building assistance.

Because of the uncertainties of intergovernmental funding and also because favorable economic conditions will not continue indefinitely, we attempted in 1998 to be particularly vigilant about adhering to established fiscal policies and budget guidelines. The efforts to control operating costs, address the backlog of local capital needs, and establish stable levels of reserves have not been, and should not be, set aside because of the economic favorability of the moment.

FISCAL POLICIES

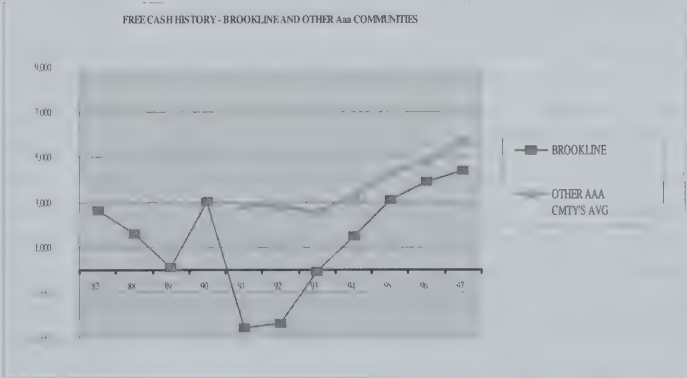
Reserve Funds and Free Cash Policy - The Commonwealth and its municipalities, including Brookline, are riding the crest of an extraordinarily strong economy that will not continue indefinitely. Town fiscal policies are

designed to buffer against on eventual economic downturn. This was a hard lesson learned when, in the mid-1980's, economic growth was exceptionally strong but then fell sharply in the late 1980's and early 1990's. This is evidenced in the chart below which shows local revenue growth over the last decade.



Maintenance of adequate reserves is one of the most important factors in determining the financial health of a community. When Moody's upgraded the Town's bond rating to Aaa in 1995, it indicated that the Town's policies and practices concerning reserves were a prime reason for the highest rating possible. One measurement that Moody's uses in assessing reserves is the level of a community's undesignated fund balance (UFB). The recommended level is between 5% and 10% of the budget and, given the current strong economic growth, it should be closer to 10%. Brookline's balance is 7.6%.

Free cash, which is akin to the UFB but net of receivables, is the portion of the Town's surplus that is actually available for appropriation. The chart below shows how Brookline's free cash balances have compared with those of other Aaa-rated communities in the State. While the Town's balance is still below the average of those communities, it has closed the gap over the last several years.



The Financial Planning and Advisory Committee (FPAC) and CIP Policy Committee both made recommendations relative to reserves, which the Board incorporated into financial management policies. The FPAC recommended the maintenance of a contingency reserve fund equal to 2.5% of the budget. The CIP Policy Committee recom-

mended a capital stabilization fund of 1% of the replacement value of the Town's buildings (which equates to approximately \$3.1 million). These recommendations were translated into the Board's financial policies, summarized as follows:

Free Cash - Free Cash shall be used only to fund reserves, capital, or one-time, non-recurring extraordinary costs.

Contingency Reserve Funds - the Town maintains two contingency reserves - one is a general operating reserve and the other is a building and liability reserve. Together they are targeted to total 2.5% of the budget, which is the amount recommended by FPAC.

Operating Reserve Fund - An operating reserve fund of 1.5% of the operating budget is maintained as follows:

Appropriated

A reserve fund equal to 0.75% of the operating budget is appropriated annually and allocated by the Advisory Committee only for extraordinary, unforeseen costs.

Unappropriated

A reserve equal to 0.75% of the operating budget is maintained in Unappropriated free cash (free cash held in reserve).

Building and Liability - This is a self-insurance building and liability reserve to cover exposure from lawsuits and catastrophes. The recommended level of this reserve is 1% of the operating budget. Town Meeting voted home rule legislation in 1997 to establish a fund for this purpose. There is currently \$700,000 available in this fund, which is approximately 2/3's of the targeted level of 1%.

Capital Stabilization Fund - Maintenance of a capital stabilization fund has been recommended by the CIP Policy Committee, FPAC, Moody's, and the Town's financial advisor. The Board's policy calls for a fund equal to 1% of the replacement value of the Town's buildings, or approximately \$3.1 million, to be funded from free cash. In order to allow for proper capital planning and stability in the capital budget, it is crucial that there be an adequate capital stabilization fund to draw on should the amount of free cash available for the CIP drop significantly in any particular year. Given the wide fluctuations in available free cash from year to year, the availability of this fund is important.

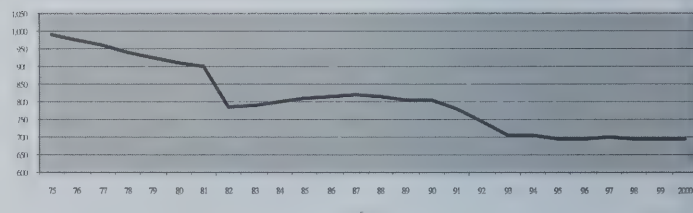
Position Freeze - The Board of Selectmen's Budget Guidelines call for a freeze on the number of town personnel. Given the growing service demands and new program initiatives, complying with this guideline was not easily accomplished. A large number of tradeoffs in positions have to be made in order to meet our goal of no net increase in positions. As described in the table below, 12 positions are proposed for elimination in the Fiscal 2000

Financial Plan in order to create the capacity to establish new positions more directly responding to changing service demands.

FY2000 PERSONNEL ADDITIONS AND DELETIONS					
DEPARTMENT	ADDITIONS		DELETIONS	NET	
Public Works					
Engineering	1	Project Coordinator	-1	Jr. Engineering Aide	0
Highway	1	Traffic Systems Supervisor	-1	Working Foreman Painter	0
	1	Traffic Systems Technician	1	Working Foreman Painter	0
	1	Fleet Supervisor	-1	Working Foreman ME Repair	0
	1	Operations Manager	1	Working Foreman St. Cleaning	0
	1	Brick Mason	-1	Laborer	0
			-1	Motor Equipment Operator #2	(1)
Water			-1	Storekeeper	(1)
Parks	1	Operations Manager			1
	1	Landscape Planner/Architect			1
DPW Sub-total	8		-8		0
Planning and Community Development					
	1	Assistant Director Planning	-1	Landscape Architect (-1)	0
	1	Assistant Director Housing	-1	Rehab Specialist (-1)	0
Planning and Community Development Sub-total	2		2		0
Building			-2	Steam Firemen	(2)
Information Services					
	1	Programmer/Analyst - GIS			1
	1	Webmaster/PC Technician			1
Info Services Sub-total	2				2
TOTAL	12		-12		0

In reviewing the last 25 years, it is interesting to note that the Town's personnel complement, which was at one time close to 1,000, has declined almost every year down to the current level of 695. Improvements in productivity resulting from new work methods and new equipment and technology, together with the contracting out of some work, has enabled the Town to cut its workforce by nearly a third despite increased workloads and service demands.

FY75-FY2000 TOWN PERSONNEL (FTE's)



Town/ School Partnership-Crucial to our annual financial planning is the Town/School Partnership Agreement signed by the School Superintendent and Town Administrator, and approved by both the Board of Selectmen and School Committee in 1995. The Partnership Agreement affirms the primacy of education in the annual budget. The Agreement establishes the objective of committing certain levels of operating revenues for education regardless of the extent of other demands. In effect, the Partnership Agreement allocates 50% of revenue to schools, with the balance then dedicated to other town priorities. In 1998, the Town/School Partnership once again demonstrated the flexibility to respond to education priorities while preserving the stability of long-term planning.

As indicated in the Financial Trend Monitoring Report, per pupil expenditures in Brookline ranks 10th among all 351 cities and towns. According to State Department of Education data, per pupil expenditures in 1998 were \$8,949. In Fiscal 2000 that number is expected to exceed

\$10,000 per pupil.

In recent years, growth in school funding has been proportionately higher than that of other town departments:



Town Administrator Richard Kelliher in Johanna Roses' 1st Grade Class at Baker School for the "Teacher for a Day" program.

	Town Departments	School Department
	% Increase	% Increase
FY2000 Projected	3.9%	5.9%
FY1999	4.4%	4.9%
FY1998	2.8%	3.7%

Override Requirements - In 1994, a Proposition 2 ½ override was approved by the voters. In the Town budget, the override provided funding in the amount of \$1 million for capital equipment and \$200,000 for building repairs and maintenance. In the School budget, it provided funding of \$1.3 million for staffing, technology, supplies, and building repairs and maintenance. For the five consecutive annual budgets since the passage of the override, these override funds in the budget base have been dedicated to the same purposes as was originally intended.

Collective Bargaining - For each round of labor contract negotiations, the Board of Selectmen sets guidelines for collective bargaining. This practice was set in place in the aftermath of the 1993 Town Meeting directing the establishment of a Labor Advisory Committee. The Board specified the practice of formally setting guidelines in the Financial Improvement Program it adopted in 1994.

All collective bargaining agreements (town and school) had expired in April 1997. The School Committee settled all its open contracts that same year. The Personnel Board recommended approval in 1998 of agreements reached with the four AFSCME units that represent all municipal non-public safety employees. Both the school settlements and the town settlements were within the 1997-2000 guidelines addressed by the Labor Advisory Committee.

Unfortunately, successor agreements have not been reached with either the police or fire unions. In September,

1998, both the Brookline Police Association and the Town petitioned the state Joint Labor Management Committee (JLMC) to intervene in the Brookline negotiations. The JLMC is a special organization created to provide mediation and arbitration services in Massachusetts local public safety contract negotiations. In the case of the Firefighter negotiations, the Town has also petitioned the JLMC, but that Union has expressed its reluctance to subject its negotiations to JLMC mediation.

Adherence to collective bargaining guidelines can sometimes produce stressful circumstances for everyone involved. Within the framework of the guidelines, however, the Town negotiating team always attempts to be as flexible as possible. It is hoped that all parties will continue good faith efforts so that final settlements within the Town's ability to pay can be achieved as soon as possible.

Long Range Financial Projections - A key element of the Town's strategic budgeting process is the long range financial projection. Each year this office prepares a five-year financial projection of the major categories of revenues and expenses showing either a deficit or surplus for each year. The projection for the period FY2000-FY2004 is shown on the next page. It shows that unless circumstances change, the Town will be facing a continuing, substantial deficit that will require revenue enhancement and/or cost reductions to balance the budget.

Two major areas of uncertainty, which will, in large part, determine the Town's fiscal position over the next five years are (1) the economy and inflation rate and (2) the levels of state-aid.

A continued strong economy will have a positive impact on local revenues such as new tax base growth, motor vehicle excise taxes, and building fees. A low inflation rate means that the costs of wage adjustments for personnel will not outstrip the 2½ % increase in property tax revenues allowed under Proposition 2 ½. Personnel costs represent approximately 70% of the Town's total operating costs. If inflation were to jump back up to the 5%-6% range, our fiscal position would deteriorate rapidly.

The other significant area of uncertainty is state aid. The seven year funding commitment for education reform expires in FY2000. The amount of, and distribution formulas for, future state aid is a large question mark at this time. How this ultimately plays out will have a major bearing on the Town's revenue position for the future.

With the strong economy of the last few years, the Town has experienced revenue growth in excess of the typical growth of 3%-4%. The low inflation rate has enabled us to maintain personnel cost increases at the 3%-4% range. This has allowed the Town to fully fund its capital improvements program, which has a large backlog of projects, as well as fully fund appropriate operating and capital

LONG RANGE FINANCIAL PROJECTION
FY2000-FY2004

	FY2000 EST	FY2001 EST	FY2002 EST	FY2003 EST	FY2004 EST	TOTAL CHANGE FY2000-FY2004
REVENUES						
Property Taxes	\$95,844,868	\$98,552,310	\$101,833,330	\$105,196,532	\$108,443,987	\$12,599,119
Local Receipts- Other	\$15,425,000	\$15,539,675	\$15,707,413	\$15,878,273	\$16,052,313	\$627,313
-Water & Sewer	\$17,325,390	\$18,555,310	\$19,697,236	\$20,637,233	\$21,528,703	\$4,203,313
Total Local Receipts	\$32,750,390	\$34,094,985	\$35,404,649	\$36,515,505	\$37,581,016	\$4,830,626
State Aid	\$14,987,525	\$17,524,336	\$17,706,518	\$17,881,109	\$18,511,619	\$3,524,094
Free Cash	\$6,655,000	\$3,100,000	\$1,700,000	\$1,300,000	\$1,200,000	(\$5,455,000)
Other Available Funds	\$2,266,455	\$2,424,442	\$2,484,942	\$2,495,705	\$2,506,736	\$240,281
TOTAL REVENUE	\$152,504,238	\$155,696,073	\$159,129,439	\$163,388,851	\$168,243,358	\$15,739,120
EXPENSES						
Municipal Services	\$43,867,748	\$45,803,011	\$47,558,530	\$49,127,423	\$50,754,773	\$6,887,025
School Services	\$43,578,215	\$45,411,215	\$47,505,315	\$49,285,518	\$51,086,950	\$7,508,735
Water Services	\$17,325,390	\$18,555,310	\$19,697,236	\$20,637,233	\$21,528,703	\$4,203,313
Personnel Benefits	\$18,982,310	\$20,050,796	\$21,141,209	\$22,296,541	\$23,535,141	\$4,552,831
Debt Service	\$8,496,687	\$10,674,737	\$11,359,781	\$11,462,785	\$11,024,216	\$2,527,529
Revenue- Financed CIP	\$8,577,887	\$4,913,287	\$3,016,149	\$2,671,097	\$3,644,133	(\$4,933,754)
Non- Appropriated Exp.	\$9,141,182	\$9,095,203	\$9,303,075	\$9,714,893	\$9,680,757	\$539,575
TOTAL EXPENSES	\$149,969,419	\$154,503,559	\$159,581,295	\$165,195,489	\$171,254,673	\$21,285,254
SURPLUS(DEFICIT)-BEFORE COLL BARG & STEPS	\$2,534,819	\$1,192,514	(\$451,856)	(\$1,806,639)	(\$3,011,315)	(\$5,546,135)
TOWN SHARE OF SURPLUS BEFORE COLL BARG & STEF	\$1,270,000	\$499,105	(\$215,723)	(\$850,089)	(\$1,417,311)	(\$2,687,311)
TOWN COLL BARG & STEPS	(\$1,270,000)	(\$1,291,950)	(\$1,084,049)	(\$1,121,150)	(\$1,259,179)	\$10,821
TOWN SHARE OF DEFICIT AFTER COLL BARG & STEPS	\$0	(\$792,845)	(\$1,299,772)	(\$1,971,239)	(\$2,676,490)	(\$2,676,490)
SCHOOL SHARE OF SURPLUS BEFORE COLL BARG & ST	\$1,264,000	\$692,590	(\$236,952)	(\$957,369)	(\$1,594,823)	(\$2,858,823)
SCHOOL COLL BARG & STEPS	(\$1,264,000)	(\$1,504,100)	(\$1,169,203)	(\$1,208,433)	(\$1,248,643)	\$15,357
SCHOOL SHARE OF DEFICIT AFTER COLL BARG & STEP:	\$0	(\$811,510)	(\$1,406,155)	(\$2,165,802)	(\$2,843,467)	(\$2,843,467)
TOTAL DEFICIT AFTER COLL BARG & STEPS	\$0	(\$1,604,356)	(\$2,705,927)	(\$4,137,041)	(\$5,519,957)	(\$5,519,957)

reserves. Our long range strategic planning and budgeting program has been designed to put the Town in the best position possible to weather the next downturn.

CIP Financing Policies - The planning and budgeting of the capital improvements program continues to be accorded priority consideration. A CIP Policy Review Committee was appointed by the Board to review the CIP policies and recommend any appropriate changes. The two key changes recommended, and subsequently adopted by the Board, were: 1) to allocate 100% of state School Building Assistance reimbursements (SBAB) to the CIP, which shall be in addition to the 5%-6% of net revenues, and 2) to fund and maintain a capital stabilization fund equal to 1% of the replacement value of the Town's buildings, which equates to approximately \$3.1 million.

The recommended FY2000-FY2005 CIP was prepared in accordance with these CIP financing policies. It calls for an investment of \$81.3 million, for an average of approximately \$13.6 million per year. This continues the Town's commitment to reverse the decline of its infrastructure and to reduce the backlog of projects. Over the last 10 years, the Town has appropriated more than \$176 million, for an average of over \$17.6 million per year. This compares with the figure of \$10.5 million per year noted by the CIP Policy Committee as the required spending level to maintain the Town's capital infrastructure.

The level of CIP spending will result in the Town's debt burden going from \$10 million to over \$110 million. Annual debt service payments will be going from \$2.6 million to over \$14 million. While it is important that we maintain our commitment to the CIP, it is equally important that we be committed to staying within our CIP financing policies. Despite the unprecedented levels of expenditure on the CIP, there inevitably will be pressure to accelerate and add projects. Given the rapid acceleration in our debt, and given that we will have the highest debt burden per capita of the Aaa communities in the State, it is crucial that we maintain fiscal discipline in this process.

Some of the major projects being proposed include:

- Several school renovation projects totaling \$18.7 million, including the Lawrence School for \$10.9 million;
- Senior Center construction for \$3.4 million, of which \$2.7 million is town-funded;
- Police/Fire headquarters renovations for \$7 million;
- Town Hall mechanical systems for \$4.5 million;
- Library renovations for \$2.4 million;
- Fourteen parks/open spaces, for conservation sanctuaries, and the Muddy River for \$7.9 million, of which \$5 million is town funded;
- Street rehabilitation in the amount of \$9.6 million, combining state, local, and federal funds; and
- Water, sewer, and drain rehabilitation in the amount of \$12.4 million funded through user charges.

The total appropriations from all financing sources are shown below by year and by project category.

	BUILDINGS	PARKS REC CONSERV	STREETS (INCLUDING CH.90)	W & S	MISC	GRAND TOTAL
FY2000	\$14,195,000	\$ 3,220,000	\$ 2,247,887	\$ 6,000,000	\$1,955,000	\$27,617,887
FY2001	\$ 5,300,000	\$ 2,670,000	\$ 2,232,887	\$ 1,200,000	\$1,250,000	\$12,652,887
FY2002	\$12,240,000	\$ 1,745,000	\$ 1,782,887	\$ 2,140,000	\$ -	\$17,907,887
FY2003	\$ 707,000	\$ 865,000	\$ 1,797,887	\$ 560,000	\$ 30,000	\$ 3,959,887
FY2004	\$ 1,972,000	\$ 1,730,000	\$ 2,157,887	\$ 2,000,000	\$ 375,000	\$ 8,234,887
FY2005	\$ 6,536,000	\$ 1,190,000	\$ 2,322,887	\$ 500,000	\$ 425,000	\$10,973,887
TOTAL	\$40,950,000	\$11,420,000	\$ 12,542,322	\$12,400,000	\$4,035,000	\$81,347,322
AVE/YR	\$ 6,825,000	\$ 1,903,333	\$ 2,090,387	\$ 2,066,667	\$ 672,500	\$13,557,887

FINANCIAL TREND MONITORING REPORT

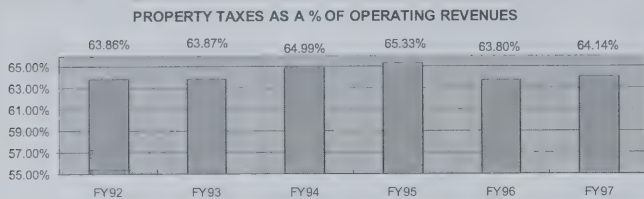
In 1998, the Town conducted an extensive analysis of its financial trends and how it compares to the state median, the nine other Aaa-rated municipalities, and a reference group (RG) of 11 "similar" communities. We believe that Brookline is the first town in the Commonwealth to publish such a document. The Financial Trend Monitoring Report (FTMR) was developed by Assistant Town Administrator Sean Cronin with input from Deputy Town Administrator Brian Sullivan and Director of Finance of Harvey Beth.

The FTMR is another powerful instrument in the Town's financial toolkit. Section A allows the Town to answer questions such as "To what extent have property taxes increased in other Aaa-rated communities?" Section B is a Brookline-specific trend analysis of widely-used financial variables modeled after the ICMA's "Evaluating Financial Condition: A Handbook for Local Government". By making this data available in one document to residents, community groups, municipal decision makers, union leadership, and interested taxpayers, all stakeholders in the Town can gain a better understanding of what the government of Brookline is doing for its citizens (i.e., level of service commitment), as well as what it is taking from its citizens (i.e., taxes) in order to provide services at current levels.

Revenue - Brookline, as well as the nine other Aaa-rated communities, is a "high-revenue" municipality, based on the fact that it falls in the upper tier of revenue per capita. The Town ranks 45th of all the 351 cities and towns in revenue per capita. The property tax levy, which is the largest source of revenue for the Town, ranks 47th on a per capita basis. Property tax per capita is also ranked 8th among the 10 Aaa-rated municipalities, as shown below.

Aaa-RATED MUNICIPALITY	FY97 PROP. TAX	FY97 PROP TAX PER CAP	STATE RANK
Weston	25,600,237	2,450.25	9
Wayland	25,016,778	2,077.63	14
Lexington	54,713,901	1,855.71	26
Newton	134,082,167	1,671.06	35
Concord	29,197,224	1,641.03	37
Cambridge	148,070,000	1,580.14	40
Winchester	32,083,339	1,579.06	42
Brookline	84,086,279	1,553.21	47
Wellesley	40,738,606	1,519.59	54
Belmont	34,116,954	1,418.94	66
Aaa-Rated Median	37,427,780	1,610.59	
Comparison RG Median	48,155,646	1,333.97	
State Median	8,687,281	999.84	

Property taxes comprise almost two-thirds of all revenue for Brookline. Between FY92 and FY97, property tax as a percent of total revenue has remained virtually constant, increasing only 0.28%, shown below.

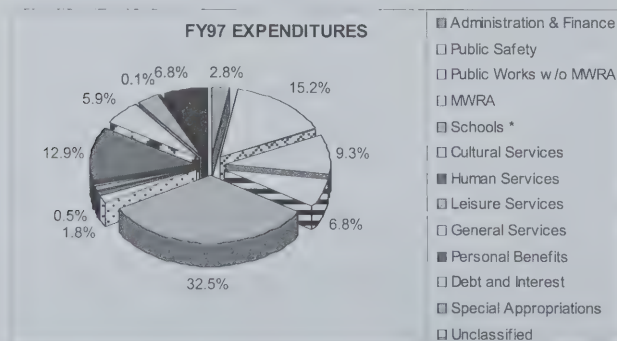


An important observation is the composition of property tax revenue (i.e., residential versus commercial), in terms of both percent of the overall tax levy and percent of the municipality's assessed value. Brookline is very dependent upon its residential sector for property tax generation, as 81% of the levy is from residential property, meaning that only 19% of the levy is from commercial property. As a percent of the Town's assessed value, residential comprises almost 89%, meaning that without the shift to commercial allowed by state law, owners of residential property would be paying more in property taxes. This is in contrast to a community like Cambridge where only 36% of the tax levy is residential.

Overlapping this trend of reliance on property taxes is the contraction of local aid as a percent of town revenue. Between FY88 and FY97, local aid as a percent of total revenue dropped from almost 16% to just about 9%, shown in the graph previously titled "Intergovernmental Revenue as a % of Operating Revenues". No other revenue source had such a precipitous fall.

Spending - Just as Brookline is a "high-revenue" municipality, it also falls in the upper tier of spending per capita, as do the other Aaa-rated communities. Based on FY97 figures, Brookline had the 33rd highest spending per capita in the State at \$2,165.

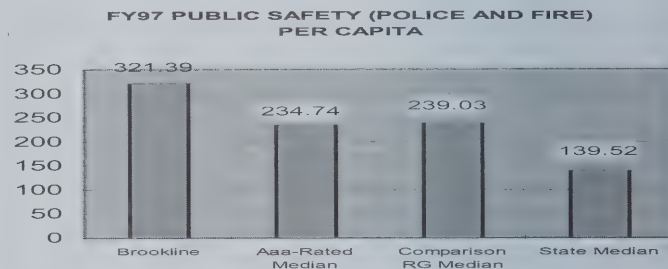
The majority of this spending goes toward providing the level of service the citizens demand in two primary areas: public safety and education (as shown in the pie chart below). Education accounts for almost one-third of all



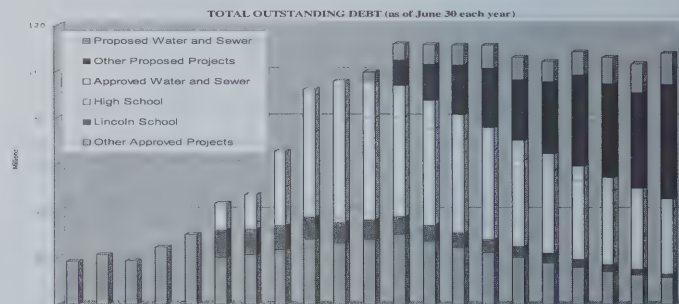
expenditures (one-half when indirect school costs are included), evidence of the primacy of education in the Town's priority services.

According to the Department of Education's FY98 "Chapter 70 Profile" figures, Brookline ranks 10th in the State in per capita education expenditures at \$8,949.

After education, public safety is the largest piece of the expenditure pie, comprising over 15% of all spending. The fact that Brookline ranked 15th in the State for combined police and fire expenditures speaks to the commitment the Town has to emergency services. The residents of the Town demand a safe place to reside, work, and recreate and the Town makes sure that the proper resources to fulfill the desire are provided.



A trend in spending that requires ongoing attention is the increasing amount of debt service that is required each year. A direct result of the Town's strong commitment to its CIP and desire to reduce the backlog of capital projects, debt service continues to comprise a larger share of spending. As the level of debt rises, as it is forecasted to do (as seen in the graph below), debt service will also increase.



While high levels of outstanding debt could raise concerns for rating agencies, the fiscal policies adopted by the Board of Selectmen, including the CIP Guidelines, have avoided any downgrading of the Town's credit rating.

MAJOR INITIATIVES

In addition to extensive involvement in the Ryder Cup Agreement, the reorganization of the Planning Department, Retiree COLA legislation, and many other activities described throughout this report, I was directly involved in the following initiatives.

Y2K Planning - In 1996, the Town first publicly addressed the impending problems presented by the upcoming year 2000 when a Town Meeting member raised the question of compliance at the Fall Town Meeting. The Information Services Division has been dealing with the issue of Y2K compliance since, stepping up efforts when the Hewlett Packard computer used for the Town's permitting system refused to accept a contractor's license expiration date that fell beyond the end of 1999.

While the Y2K Bug is easy to describe - the turnover from 1999 to 2000 may confuse software that uses the last two digits of each year to keep track of the date - solutions for avoiding system failures can be complex. Some systems might interpret next year's "00" as the year 1900, causing them to malfunction or shut down.

Jon Snodgrass, Director of the Information Services Division, began a complete, top-to-bottom review of all systems, hardware, and software used by the Town, along with software vendors and service bureaus used by the Town. While the early results of the questionnaire sent to the vendors and service bureaus were disappointing in that very few were Year 2000 Compliant, there is now reason to be optimistic, as compliance continues to increase. Charlie Simmons, Director of Public Buildings, initiated a review of facilities systems (such as alarms, elevators, and HVAC systems) to make sure that those systems function properly.

The LEPC (Local Emergency Planning Committee) convened to prepare contingency plans for emergency problems that might arise. Led by Fire Chief Robert English and Jon Snodgrass, the Committee began creating a public information network to keep citizens informed in matters dealing with Y2K and setting testing dates. Through the efforts of many town officials, the Town will be prepared if any of the "de-bugging" projects, undertaken by a myriad of entities, fail and problems ensue.

Public Safety Overtime - In 1998 both the Police Chief and the Fire Chief continued their efforts in their respective departments to control overtime expenditures by reducing sick leave utilization. For Police, average sick leave dropped from 12.36 in FY95 to 9.4 in FY98. In the Fire Department, usage for the first half of FY99 shows a decrease from 1,078 sick tours in FY97 to an estimated 860, a reduction of 20%, also overtime is running 43% less than at the same period last year. These improvements are a result of various actions taken by the Chiefs, some of which are listed below:

- department-wide issuance of letters regarding the use of sick leave;
- issuance of warning letters to personnel identified as having used excessive sick time;
- monthly reviews at all staff meetings;
- require doctor's certificates in some instances;
- dock pay for those members required to bring in doctor's

notes that failed to do so;

- retirement of employees with long-term illness replaced by new hires who must accrue sick leave; and
- payment in 1998 of contractually agreed incentives for department-wide reductions in sick leave utilization.

The long term trend still warrants attention. Between FY93 and FY98, police and fire overtime had more than tripled. While a portion of the increase can be attributed to a larger number of vacancies and more demands for service (particularly in community policing), a significant portion is also attributable to sick leave. In the Fire Department, for example, the number of sick tours (24 hours in a tour) totaled 939. This represents an improvement over FY97's 1,078 sick tours, but it still exceeds the departmental target for FY98 of an average of 6.8 tours, or 163.2 hours a firefighter. If sick leave were reduced to the 800-tour goal, the overtime savings would be \$78,000. We encourage the Chiefs and the public safety personnel of both departments to continue to seek improvements in this area.

Mid Management Professional Development - Since FY95, the Town Administration has begun to re-build key mid-management staff capacity within the "no net-increase in personnel" guideline promulgated by the Board of Selectmen. Among the positions established have been a GIS Administrator, Senior Personnel Administrator, Public Facilities Project Administrator, Sanitation Code Coordinator, Economic Development Officer, Housing Development Officer, and Transportation Engineer. Each of these "new" positions reflects the need to address the evolving priorities and emerging service demands of the Town.

In 1998 this trend continued with the hiring of an Information Systems Network Administrator and Conservation Administrator. In addition, as part of the Planning Department reorganization by-law Town Meeting authorized, senior staff positions are created in the new Department of Planning and Community Development. Division head level positions for housing and for current planning have been established.

Fiscal 2000 will see a continuation of this trend. New mid-management positions are established for planning, open space operations, and information technology. As this group of mid-management staff emerges, more attention is required for their training, compensation, and professional development needs. The Personnel Department has already initiated a review of the pay plan in this regard and the Department Head Training and Professional Development Committee will be designing specific programs/workshops with these mid-managers as a group.

Utility Deregulation - As a result of Ch. 164 of the Acts of 1997, the electric and natural gas industries were deregulated and a competitive marketplace began on March 1, 1998. The legislation was crafted to result in lower rates for residential ratepayers, businesses, and governments.

• Funding for Access Equipment	Year 1	\$125,000
	Year 2	\$125,000
• Funding for Access Operations	10 Years	\$625,000
• Funding for Schools	Year 1	\$ 50,000
	Year 2	\$ 50,000
• 3% License fee payments to town		
• 2% annual access payments to Brookline Access Television		

This commitment from RCN effectively doubles the license contributions for access television. In addition, RCN has pledged to make at least two strands of fiber available from its system for the Town government local area network to make possible the upgrading of municipal data and voice systems. RCN is scheduled to complete its own system construction in March, 2000 and to operationalize the municipal network by June, 2000.

Ambulance Contract - On June 30, 1998, the contract for ambulance service with American Medical Response (AMR) expired. AMR had recently acquired TransMed

*A decade of broadcasting Board of Selectmen meetings.
Brookline Access TV and Brookline Savings Bank*

which earlier bought out Brewster Ambulance, the company with which the Town contracted with for 10 years. The Emergency Services Operations Committee had to ascertain whether to extend the contract or go out to bid in a competitive market. The Committee decided that the best approach was to issue an RFP for advanced life support (ALS) ambulance services.

In March, the RFP was issued and two companies submitted proposals. The Committee focused on three key areas: 1.) assurance that response time for 95% of all calls would be under six minutes, 2.) assurance that back-up coverage would be in the Town in less than 10 minutes after the dedicated ambulance has been dispatched, and 3.) assurance that personnel would be familiar with Brookline (i.e., knowledgeable of the geography/streets of the Town).

30

to Fallon Ambulance, a family-owned business that has been in operation for over 62 years and has an excellent reputation as a provider of emergency care. The Committee designated Fallon for two key reasons: 1.) Fallon already had a substantial presence in the area (due to having contracts with Quincy, Dedham, and Beth Israel Hospital) and 2.) the company provided assurances that Brookline-experienced personnel would be part of its Brookline operation.

Experience with the new ambulance contractor starting July 1, 1998 validated the Committee's choice. The transition from the previous contract was seamless -- contract requirements have been met, and complaints have been virtually nil.

PROFESSIONAL DEVELOPMENT

Our Professional Development Program for Senior Management continued through the second year of services from the Boston Management Consortium under sponsorship from Harvard/Pilgrim Health Care. At a day-long session held at Pine Manor, September 23, 1998, facilitated by James Pritchard of the Consortium, the Town Management team identified several priority areas for the coming year. Among the action items identified were: voice mail; quarterly department head meetings; e-mail improvements; mid-management development; and department head benefits clarification. As in previous years, evaluations of the session were quite favorable. Immediate follow-up was set in motion by utilizing existing or new groups of department heads to pursue the specified priorities.

In addition to professional development opportunities for senior administrators, transition within the management



Professional Development Seminar at Pine Manor

team itself also signaled change for the organization. The most significant change was the retirement of Ed Clasby after 34 years of service as the Town's Chief Procurement Officer. In addition to leaving behind a spectacular record of integrity and efficiency, Ed Clasby also filled many extra dimensions by taking the lead in special projects and by serving as informal leader and confidant for all department

heads. His replacement is Mary Dukakis, who was appointed Chief Procurement Officer by the Board of Selectmen on June 2, 1998.

Conservation Administrator- In November, 1998, Erin Chute was selected to be the Town's new Conservation Administrator. She brings with her, several years of experience managing environmental compliance activity for Sun Microsystems's East Coast facilities, as Conservation Administrator well as a Master's Degree in Environmental Engineering from Tufts University. As the newest addition to the team, we look forward to her leadership in this important area.



Conservation Administrator Erin Chute

Procurement Officer - Following a comprehensive and extensive search to replace Ed Clasby, the Board appointed Mary Dukakis as Chief Procurement Officer. She was the Chief Purchasing officer for Wellesley College for four years and holds a Bachelor's degree from the University of Massachusetts and a Masters Degree from Babson College, having graduated Cum Laude from both institutions. The Town is fortunate to have Mary as one of its Senior Managers.



Procurement Officer Mary Dukakis

Environmental Health Specialist - At the Annual Town Meeting in May of 1997, Town Meeting authorized the hiring of an Environmental Health Specialist. In February of 1998, Justin Gerard was hired to fill that position.

Mr. Gerard has an extensive background in environmental issues. He has a Bachelor's Degree from the Massachusetts Maritime Academy where he majored in Marine Safety and Environmental Protection and Industrial Waste Management. He was immediately assigned the task of combining various forms of regulations governing the collection, placement, and storage of solid waste into one document.



Environmental Health Specialist Justin Gerard

CONCLUSION

I feel most fortunate to be able to serve as Town Administrator of Brookline. The community is supportive of local government and appropriately insists upon excellence. The Town itself has had the good fortune of a favorable economy, which has provided an additional level of financial flexibility in recent budgets. The Board of Selectmen is extraordinarily committed to fiscal policies and budget guidelines. But, of all the positive factors associated with serving as Town Administrator, working with the management team here is the most rewarding aspect of my position.

Although they have been pushed a little harder in recent years due to the dramatic expansion of the CIP and other factors, the Town's managers have responded with creativity and energy to the challenge of the moment. I am especially grateful to Deputy Town Administrator Brian Sullivan and Assistant Town Administrator Sean Cronin for their tenacity and commitment to public service. They and Patty Parks, Betty Cahill, Karen Churchill, Brenda Costello, and Mary McMahon form the heart of our operation, which is so widely respected throughout the Commonwealth. On a sorrowful note, the Selectmen's Office lost Lillian Kivlan in January, 1999 following a brief illness. Lillian was into her "second" retirement after 34 years of working in Town Hall. We miss her greatly.

Because of the efforts of all town employees and everyone else associated with town government, I am most pleased to report that 1998 was a year of tangible progress for the town.



Mrs. Lillian Kivlan (front left)

TOWN MODERATOR

The business of the 1998 Town Meeting was conducted in three separate meetings: the Annual Town Meeting in May and two special meetings in the Fall, all of which took place in a total of five sessions. These meetings proceeded with dispatch and without unusual incident except that, for the first time since I became Moderator in 1994, Town Meeting was faced with a formal motion for reconsideration. However, this augured no significant change in the tenor of our proceedings, which have continued to be relatively calm and non-contentious. Some have attributed this to political apathy. I take issue with this explanation. Except for the Senior Center, which seems to generate a fair amount of heat every time it comes before Town Meeting, we have had a dearth of politically or economically sensitive issues to be debated before Town Meeting this year or in the past few. Nevertheless, Town Meeting attendance is typically in the 80-90% range and, conceivably owing in part to my past admonitions on this subject, most Town Meeting speakers are well prepared and well versed on the subject matter of their formal presentations and questions from the floor. The peace that seems to prevail in Town Meeting may reflect a general feeling that our Town is reasonably well run and that its administrative and legislative processes are working.

Criticisms often leveled at the Town Meeting process are that the recommendations of the Board of Selectmen and Advisory Committee are usually identical and that Town Meeting Members, like sheep, most often endorse these

recommendations. That these bodies are in agreement in most recommendations for action under Town Meeting articles reflects considerable effort by key members of these groups in working out compromises. This does indeed create a daunting obstacle to opposition on Town Meeting floor, but strong opposition is often expressed and an opposing view has prevailed from time to time, for instance in the Town Meeting debate over certain Ryder Cup issues.

Having said all this, none of us should become complacent about all of this public concord and serenity. Town Meeting Members have well recognized obligations to probe, question, and consider alternatives, and these obligations should continue to be taken very seriously.

I have appointed one Moderator's Committee during the past year to deliberate on the issue of skateboard facilities, a subject, which has generated keen interest among our youth. The Town is indebted to Harry Bohrs, Daniel Ford, Joseph Geller, Marcia Heist, Eli Husock, Jonah Livingston, and Robert Lynch for their work on this committee.

Finally, I take this opportunity to express my gratitude to our Advisory Committee, under the leadership of its chair, Sergio Modigliani, and vice chair, Harry Bohrs. The high quality of the Committee's reports on warrant articles, which are the final results of its deliberations, bear testimony to its members' diligence, dedication, and hard work.

ADVISORY COMMITTEE

Organization and Function

Massachusetts General Laws, Chapter 39, Section 16, states that "every town whose valuation for the purpose of apportioning state tax exceeds one million dollars shall, and any other town may, by bylaw provide for the election or appointment and duties of appropriation, advisory or finance committees, who shall consider any or all municipal questions."

The Brookline Advisory Committee, in accordance with the Town By-Laws, shall consist of no fewer than 20 nor more than 30 established registered voters of the Town. At least one elected Town Meeting member is appointed from each of the 16 precincts, plus up to eight additional Town Meeting members and up to six members-at-large. This makes the Brookline Advisory Committee one of the largest of such committees in the Commonwealth. It is somewhat unique in that it functions not only as a Finance Committee, but also as an Advisory Committee. As such, it advises the Town through its recommendations to Town Meeting on all warrant articles and matters ranging from town finances and re-zoning to capital projects and collective bargaining in order to meet the specific needs of the community. The Advisory Committee reports to Town Meeting with its written recommendations on such matters

in the printed warrant that is mailed to all Town Meeting members. The Advisory Committee is the only authority that may approve transfers from the Reserve Fund, which is established to deal with unforeseen or emergency expenditures.

The chairperson of the Advisory Committee appoints each member to serve on a subcommittee, working closely with members to determine which subcommittee will best suit their background and interest. The chairperson selects a member from each subcommittee to serve as its chairperson.

Below is a listing of current subcommittees, the areas to which each is responsible, and its chairperson in 1998.

ADMINISTRATION AND FINANCE: Advisory Committee, Debt and Interest, Finance, General Services and Communications, Non-Appropriated Expenses and Abatement Reserves, Selectmen, Town Clerk and Unclassified. (Chaired by Stanley Spiegel)

CAPITAL: Building, Energy, Public Works, Preservation Commission, Recreation, Transportation, Capital Improvement Plan, Tax-Financed CIP, Bond-Financed CIP. (Chaired by Charles Moo)



Brookline Advisory Committee

HUMAN SERVICES: Council on Aging, Health, Human Relations-Youth Resources, Veterans' Services, CDBG, Library. (Chaired by Estelle Katz)

PERSONNEL: Collective Bargaining, Personnel, Personnel Benefits, Retirement. (Chaired by Mark Manin)

PLANNING AND REGULATION: Conditions of Appropriation, Economic Development, Legal Services, Planning, Zoning. (Chaired by Ben Birnbaum)

PUBLIC SAFETY: Policy and Fire. (Chaired by John Bassett)

SCHOOLS: Special Education, Buildings/Custodial, School Committee Meetings, Technology, Budget. (Chaired by Nancy Daly)

1998 Issues

In 1998, under the leadership of Chair Sergio Modigliani and Vice-Chair Harry Bohrs, the Advisory Committee considered a broad array of financial and other issues on behalf of Town Meeting. The Advisory Committee met approximately 30 times to consider, discuss, and prepare its reports and recommendations for the Annual Town Meeting and Special Town Meetings. In addition, the various subcommittees held numerous public hearings that allowed both supporters and opponents of certain projects and issues to air their views. The subcommittees reported to the full Advisory Committee to allow the Advisory Committee to fully take into account public sentiment in its final decision making process.

The Advisory Committee spent approximately three months drafting its version of the Town's \$130 million bud-

get. From mid-February through mid-May, the full Committee met twice a week to hear and discuss subcommittee recommendations. The Committee listened to the requests and concerns of boards and commissions, town officials, and citizens, balanced these views, and prepared and submitted to Town Meeting a detailed budget recommendation in the form of the Annual Appropriation article.

During 1998, the Advisory Committee confronted a variety of issues that would impact the Town. These included the transfer and re-zoning of the Kendall Street Garage site for mixed use development; the re-codification of the Town By-Laws; suspension of business with Indonesia; adoption of a resolution to provide domestic partner healthcare benefits; legislation to allow Town Meeting to issue pension obligation bonds; adoption of M.G.L. 32, Section 103, allowing the Retirement Board to grant COLA'S; and legislation to establish a healthcare liability trust.

After years of invaluable service to the Town and to the Advisory Committee, Betsy DeWitt, Susan Williams, and Nancy Madden stepped down. With warm thanks, we wished them well and welcomed new members Hezekiah Pratt, Acheson H. Callaghan, Jr., Robert Volk, and Isabella Hinds.

1998 ended with the promise of new beginnings when the Committee's budget analyst, Robin Coyne, gave birth to a happy, healthy baby boy.

The Advisory Committee will continue to work diligently on behalf of Town Meeting to carefully consider all matters that will impact the Town and make recommendations it considers to be in the best interest of the Town and all of its residents.

TOWN MEETING

Summary of Actions Taken

Annual Town Meeting May 26, 1998

ARTICLE ONE

Appointment of Measurers of Wood and Bark (Selectmen). A motion to establish that the number of Measurers of Wood and Bark be two, to be appointed by the Board of Selectmen, was passed by a Unanimous Vote.

ARTICLE TWO

Annual Authorization of compensating balance agreements (Treasurer/Collector). A motion to authorize the Town Treasurer to enter into Compensating Balance Agreements for FY99 was passed by a Unanimous Vote.

ARTICLE THREE

Report on close-out of special appropriations and rescind unused borrowing authorizations (Selectmen). A Vote of No Action was passed by a Counted Vote of 203 In Favor and 1 Opposed.

ARTICLE FOUR

Approval of collective bargaining agreements (Personnel Board). A motion to amend various General, Clerical, Ungraded, and Building Classification pay tables was passed by a Majority Vote. A motion to amend the Bereavement section of the Other Leave Provisions was passed by a Majority Vote. A motion to amend the Engineering Classification pay table was also passed by a Majority Vote.

ARTICLE FIVE

Annual appropriations article (Selectmen). A motion for Favorable Action for the FY99 budget, with total appropriated expenditures of \$133,995,110, was passed, as amended, by a Unanimous Vote.

ARTICLE SIX

Approval of unpaid bills of a prior fiscal year (Selectmen). A motion of Favorable Action was passed by a Unanimous Vote.

ARTICLE SEVEN

Legislation to authorize the Retirement Board, with the approval of Town Meeting, to grant cost of living adjustments to retirees within the Brookline Retirement System (Selectmen). A motion to authorize the Board of Selectmen to file a petition with the General Court was passed by a Counted Vote of 174 In Favor and 2 Opposed.

ARTICLE EIGHT

Acceptance of M.G.L. Chapter 32, Section 103, which authorizes the Brookline Retirement Board to grant cost of living adjustments to retirees within the Brookline Retirement System (Retirement Board). A motion of Favorable Action was defeated.

ARTICLE NINE

Amendment to the Zoning By-Law to rezone property at Block 169, Lot 1, No. 51-53 Park Street and abutting streets to centerline from M-1.5 to M-2 zoning district (Petition of Stewart Levine, et al). A Vote of No Action was passed by a Majority Vote.

ARTICLE TEN

Amendment to the Zoning By-Law to rezone M-1.5 Apartment District to M-2.0 Apartment District (Planning Director). A motion to refer the subject matter under Article Ten back to the Planning Board was passed by a Majority Vote.

ARTICLE ELEVEN

Amendment to the Zoning By-Law to rezone Heath Street east of Holly Lane to Hammond Street (Petition of Anthony T. Andreadis, et al). A Vote of No Action was passed by a Majority Vote.

ARTICLE TWELVE

Amendment to the Zoning By-Law to rezone Heath Street East of Holly Lane to Hammond Street (Petition of Brian Smith, et al). A Vote of No Action was passed by a Unanimous Vote.

ARTICLE THIRTEEN

Resolution recommending health care benefits for Domestic Partners and amendment to the Town By-Laws (Moderator's Committee on Domestic Partners). A motion to amend the Domestic Partners By-Law was passed by an Overwhelming Majority Vote. A motion to request the Board of Selectmen to issue an executive order, extending healthcare benefits to domestic partners of town employees and their dependents, was passed by a Majority Vote.

ARTICLE FOURTEEN

Amendment to the Noise By-Law with regards to turf maintenance operations at golf courses (Park and Recreation Commission). A motion of Favorable Action was passed by a Unanimous Vote.

ARTICLE FIFTEEN

Needs assessment study for the proposed new Senior Center (Petition of Roger Blood, et al). A Vote of No Action was passed by a Majority Vote.

ARTICLE SIXTEEN

Acceptance of legislation to increase property tax exemptions (Assessors). A motion of Favorable Action was passed by a Unanimous Vote.

ARTICLE SEVENTEEN

Legislation to exempt the position of School Nurse from Civil Service (School Committee). A motion to authorize the Board of Selectmen to file a petition with the General Court was passed by a Counted Vote of 205 In Favor and 1 Opposed.

ARTICLE EIGHTEEN

Appointment of a Moderator's Committee to investigate whether the Town should construct a facility for "free style" sports such as skateboarding (Petition of Howard Husock, et al). A motion to authorize the Moderator to appoint a committee to study the subject matter under Article Eighteen and report back to the next Annual Town Meeting was passed by a Counted Vote of 204 In Favor and 1 Opposed.

ARTICLE NINETEEN

Resolution concerning the Town's oversight and involvement in the Ryder Cup golf tournament to be held at The Country Club (Petition of Arthur Conquest, et al). A motion to refer the subject matter under Article Nineteen to the By-Law Committee was passed by a Counted Vote of 124 In Favor and 66 Opposed.

ARTICLE TWENTY

Adopt a policy not to contract with or do any business with companies doing business with Indonesia (Petition of Gary Jones, et al). A motion of Favorable Action was passed by a Counted Vote of 170 In Favor and 4 Opposed.

ARTICLE TWENTY-ONE

Reports of Town Officers and Committees (Selectmen). No reports were heard.

Special Town Meeting September 8, 1998

ARTICLE ONE

Acceptance of M.G.L. Chapter 32, Section 103, which authorizes the Brookline Retirement Board to grant cost of living adjustments to retirees within the Brookline Retirement System (Petition of Joseph Duffy, et al). A motion of Favorable Action was passed by a Majority Vote.

ARTICLE TWO

Acceptance of M.G.L. Chapter 32, Section 103, Paragraph (h), which provides for cost of living adjustments to non-contributory retirees of the Town (Selectmen). No action was taken under this article.

ARTICLE THREE

Authorization of a 2.1% increase in the pensions of retired members (Petition of Joseph Duffy, et al). A Vote of No Action was passed by a Unanimous Vote.

Special Town Meeting November 17, 1998

ARTICLE ONE

FY99 budget amendments (Selectmen). A motion of Favorable Action was passed by a Unanimous Vote.

ARTICLE TWO

Approval of collective bargaining agreements (Personnel Board). A Vote of No Action was passed Unanimously.

ARTICLE THREE

Approval of unpaid bills of a prior fiscal year (Selectmen). A motion of Favorable Action was passed by a Unanimous Vote.

ARTICLE FOUR

Approval of CDBG application (Planning Director). A motion of Favorable Action to file an application for FY2000 CDBG funds, in the total amount of \$1,800,000, was passed by a Majority Vote.

ARTICLE FIVE

Authorization to convey land on Kendall/Franklin Streets, site of the Highway Garage and Sewall School (Selectmen). A motion of Favorable Action was passed by a Two-Thirds Vote.

ARTICLE SIX

Amendment to the Zoning By-Laws to rezone town-owned property on Kendall/Franklin Streets (Selectmen). A motion of Favorable Action was passed by a Counted Vote of 179 In Favor and 1 Opposed.

ARTICLE SEVEN

Amendment to the Zoning By-Laws to rezone land on Hammond, Heath, and Oak Streets (Planning Director). A motion of Favorable Action was passed by a Two-Thirds Vote.

ARTICLE EIGHT

Miscellaneous amendments to the Zoning By-Laws (Planning Director). Favorable Action was taken under this article.

ARTICLE NINE

Amendment to the Zoning By-Laws to create an educational use overlay district (Selectmen). A motion of Favorable Action was passed by a Unanimous Vote. A further motion to refer the subject matter of Sections A, B, and C of Article Nine to the Selectmen's Dover Amendment Committee, for a report and recommendation at the 1999 Annual Town Meeting, was passed by a Majority Vote.

ARTICLE TEN

Amendment to the Town By-Laws to create a Department of Planning and Community Development (Selectmen). A motion of Favorable Action was passed by a Near Unanimous Vote.

ARTICLE ELEVEN

Legislation to change the Board of Library Trustees from elected to appointed and reduce the number of members and to revert custody of library trust funds to the Town Treasurer (Petition of Leonard Bernstein, et al). A motion to refer the subject matter of Article Eleven to the Committee on Town Organization and Structure was defeated by a Counted Vote of 75 In Favor and 99 Opposed.

ARTICLE TWELVE

Appropriation of funds to increase the salaries of the Selectmen (Petition of Fred Lebow, et al). A motion of Favorable Action was defeated.

ARTICLE THIRTEEN

Amendments to the Town By-Laws constituting a recodification of the By-Laws (Town By-Law Committee). Favorable Action was taken under this article.

ARTICLE FOURTEEN

Appropriation of funds from the Ryder Cup fund (Selectmen). A motion to appropriate \$300,000, to be expended under the direction of the Board of Selectmen, was passed by a Unanimous Vote.

ARTICLE FIFTEEN

Acceptance of M.G.L. Chapter 32, 103, paragraph (h), to provide cost of living adjustments to non-contributory retirees (Selectmen). No action was taken under this article.

ARTICLE SIXTEEN

Legislation to grant to Town Meeting the authority to approve the issuance of pension obligation bonds (Selectmen). A motion to authorize the Board of Selectmen to file a petition with the General Court was passed by a Majority Vote.

ARTICLE SEVENTEEN

Legislation to authorize the establishment of a Retiree Healthcare Liability Trust Fund (Selectmen). A motion to authorize the Board of Selectmen to file a petition with the General Court was passed by a Unanimous Vote.

ARTICLE EIGHTEEN

Reports of town officers and committees (Selectmen). No Reports were heard.

1998 TOWN MEETING MEMBERS ATTENDANCE RECORD

Precinct	Name	Eligible	Attended	Precinct	Name	Eligible	Attended
03	Abrams, Betsy F.	5	4	10	Cooper, Marc L.	5	5
03	Abrams, Robert T.	5	4	02	Cowell, Ricki L.	2	2
13	Adelson, David	5	4	14	Cox, Julia D.	5	4
16	Allen, Robert L., Jr	5	5	05	Craig-Olins, Elizabeth	5	5
05	Ames, Charles C.	2	2	12	Daly, Nancy A.	5	5
05	Ames, Kathleen L.	2	2	12	Dean, Linda	5	5
01	Ames, Peter J.	5	4	12	DeFranceschi, Edward	5	3
06	Anderson, Catherine C.	5	4	15	Delany, Luster T.	5	4
15	Andreadis, Anthony T.	5	5	02	DeSiato, Joanne	2	2
11	Arista, Roberto	5	4	05	DeVries, Robert H.	5	5
14	Austin, Constance S.	5	5	03	Dewart, Mary D.	5	4
16	Axelrod, Carl E.	5	2	03	Dewart, Murray	5	5
12	Axelrod, Carol	5	3	05	DeWitt, Betsy	5	5
04	Axelrod, Sarah T.	5	5	02	Doyle, Judith A.	5	5
04	Bain, John T.	5	5	06	Dreyfus, Peter	5	4
09	Bart, Eleanor J.	5	5	05	Driscoll, Margaret	5	5
09	Bart, Walter J.	5	5	15	Elcock, Walter E.	5	5
15	Basile, Robert W.	5	5	06	Ellenberg, Lee W.	5	4
06	Bassett, John	5	4	11	Fabian, Leslie B	5	4
08	Batchelor, Clara	5	4	04	Farlow, Frank W.	5	5
06	Bell, Dorothy C.	5	5	07	Feinman, Marvin A.	5	5
13	Benka, Richard W.	5	5	09	Feuer, Jeannette	2	2
16	Berger, Michael	5	5	13	Fine, Jonathan S.	5	5
07	Berkovitz, Tobe	5	4	13	Finley, John H. III	5	4
06	Berkowitz, Vida K.	5	5	16	Firestone, Mary	5	5
09	Birnbaum, Benjamin	5	4	05	Fisher, Frances Shedd	5	4
13	Blotner, Phyllis S.	5	4	02	Flowers, Arlene	5	5
03	Bohrs, Harry K.	5	5	01	Fried, Joan J.	5	0
03	Bransfield, Barry	5	4	AL	Gadsby, Sandy	5	5
11	Bookston, Jon	2	2	06	Geller, Dennis P.	5	5
10	Breitbart-Frischling, David	5	5	AL	Geller, Joseph	5	5
10	Breitbart-Frischling, Sharon	3	3	15	Geller, Marvin N.	5	5
13	Brooks, Deborah G.	5	3	16	Gerte, Albert	5	5
AL	Businger, John A.	5	4	07	Giller-Rubin, Phyllis D.	5	5
11	Carey, Joseph P.	3	2	AL	Goldberg, Deborah B.	5	5
13	Carona, Stephanie G.	5	5	12	Goldberg, Harriet	5	5
03	Casey, Arthur	5	4	08	Golden, Jack	5	5
10	Cass, Marcy C.	5	5	08	Golden, Joyce DesRoches	5	5
16	Catz, Judith	5	1	10	Goldman, Milton	5	5
01	Cavell, Cathleen C.	5	4	03	Goldman, Ronald F.	5	4
03	Chase, Muriel P.	5	5	08	Goldstein, David-Marc	5	5
10	Childs, Maurice R, Jr	5	5	02	Goodman, Rachel	5	3
02	Chin, Kenneth W.	5	5	12	Grand, Jonathan H.	5	5
10	Chipman, Abram	5	5	02	Granter, Ellen	2	2
09	Chuck, Bill	5	3	05	Gross, Betsy Shure	2	2
01	Clouse, Melvin E.	5	4	12	Greer, Edward	5	2
12	Cohen Bruce B.	5	5	07	Grubinger, Eva M.	5	2
02	Connors, Patricia A.	5	5	16	Grumer, Lawrence C.	5	5
06	Conquest, Arthur W. III	5	5	15	Guzelian, Nancy D.	5	5
10	Cooke-Childs, Lee	5	5	01	Hall, Ferris M.	5	4
04	Cooper, Ingrid E.	5	5	14	Hall, John L.	5	4

1998 TOWN MEETING MEMBERS ATTENDANCE RECORD

Precinct	Name	Eligible	Attended	Precinct	Name	Eligible	Attended
15	Harding, L. Branch, IV	5	5	04	Linn, Susan E.	5	4
04	Harrington, Kevin	5	5	02	Liss, Lisa E.	5	5
05	Harris, Mary J.	5	3	06	L'Italien, Paul J.	5	4
14	Heffernan, Dorothy M.	5	3	14	Lodish, Pamela	5	5
09	Heist, Marcia M.	5	3	13	Lohe, Werner A., Jr.	5	2
08	Heller, Nancy S.	5	5	08	Lubber, Mindy S.	5	3
02	Hendricks, Elizabeth F.	5	3	11	MacDonald, Bradley A.	5	2
05	Hertzmark, Joan	5	5	05	MacDougall, Sarah Sally	5	5
04	Heywood, Sarah A.	5	5	12	Margolis, Harry S.	5	4
11	Hinds, Isabella	5	4	02	Mason, Judith	2	2
01	Hofeller, Edward D.	5	5	05	Mattison, Arlene B.	5	5
15	Holt, Dorothy	5	5	05	Mattison, Hugh	5	3
06	Homer, Charles J.	5	5	13	Maynard, J. Michael	5	5
11	Homer, Joanne P.	5	5	12	McAvoy, Maura M.	5	5
07	Horlick, Lawrence A.	5	4	07	McNally, Rita K.	5	5
AL	Hoy, Gilbert R.	5	5	07	Mellet, Elizabeth M.	5	5
14	Hresko, Philip	5	5	14	Merrill, Chou Chou	5	5
08	Jacobson, Kenneth D.	5	5	14	Merrill, Michael W.	5	4
14	Johnson, Mary	5	4	12	Meyers, Judy	5	5
03	Jones, Gary	5	5	05	Michaels, Faith	2	2
09	Jozwicki, Barr A.	5	4	03	Miller, Renee	5	5
09	Jozwicki, Joyce	5	4	14	Mittell, Shaari S.	5	5
11	Kahan, David	5	5	03	Modigliani, Sergio	5	5
15	Kahn-Edinburg, Janice	5	5	09	Moore, Bruce	5	3
AL	Kalikow, Donna R.	5	3	01	Morse, Stephen R.	5	4
01	Kanarek, Anna C. V.	5	5	04	Mulhane, John T.	5	5
08	Karon, Jonathan A.	5	5	15	Nangle, Richard	5	4
08	Karon, Melissa Daley	5	5	02	O'Brien, Richard	5	3
07	Katz, Estelle	5	4	06	O'Donnell, Kerry	5	5
07	Katz, Paul M.	5	5	05	O'Leary, Phyllis R.	5	4
07	Katz, Pauline Ponnie	5	5	05	Oleson, Thomas D.	5	5
13	Kibrick, Anne K.	5	5	05	Olins, Andrew M.	5	5
07	Kleiler, David A.	5	0	09	Oliphint, Bonnie J.	2	2
16	Koocher, Gerald P.	5	4	06	Parker, Gerald	5	2
04	Lacker, Stephen J.	5	4	10	Parks, Carolyn DeVore	5	5
09	Lang, Kevin E.	5	3	09	Powell, William B.	5	5
11	Langerman, Tania R.	5	2	16	Pratt, Hezekiah	5	5
13	Lannik, Susana	5	5	09	Rabinovitz, Stanley N.	5	5
06	LaPlante, Virginia W.	5	4	09	Radlo, Shirley	5	5
01	Lawrence, Sandra B.	5	4	03	Raemer, Daniel	5	5
01	Lebow, Frederick	5	5	15	Randolph, Barbara Gold	5	5
15	Leder, Philip	5	2	06	Reed, Thomas	5	5
16	Leichtner, Judith	5	5	02	Richmond, Edward L.	5	5
15	Levitan, Richard	5	0	14	Riley, John W.	5	5
10	Levy, Mark E.	5	5	14	Riley, William J.	5	5
12	Libbey, Patricia C.	5	5	01	Robbins, Michael	5	5
16	Liberman, Rachmiel	5	0	02	Robinson, Dann	5	5
12	vonLichtenberg, Sandra	5	5	04	Robinson, Joseph E.	5	5
01	Lieff, Karen D.	5	5	04	Robinson, Thomas C.	5	5
11	Lindquist, Gwentyth P.	5	5	08	Roll, Evelyn Ayash	5	3

1998 TOWN MEETING MEMBERS ATTENDANCE RECORD

Precinct	Name	Eligible	Attended	Precinct	Name	Eligible	Attended
10	Ronen, Naomi	5	5	11	Stringham, Jean G.	5	4
10	Rosenbaum, Bernice	5	5	04	Suisman, Marjorie	5	3
09	Rosenthal, Martin R.	5	5	03	Svirsky, Alex A.	3	3
07	Rubin, David L.	5	5	16	Swartz, Helen L.	5	5
15	Rudman, Deborah D.	5	3	16	Swartz, Max	5	5
12	Ryack, Phyllis G.	5	4	07	Swartz, Sally	5	5
07	Sable, Sloan K.	5	4	10	Sydney, Judith	5	3
15	Sadeghi-Nejad, Ab	5	5	AL	Sydney, Ronny M.	5	5
01	Schemmer, John A.	5	5	11	Tolkoff, Josh	5	3
12	Schlesinger, James W.	5	5	03	Trachtenberg, Myra R.	5	5
12	Schlesinger, Laura B.	5	5	04	Trietsch, David M.	5	4
13	Schnoor, William J., Jr.	5	5	13	VanScoyoc, John R.	5	5
08	Scotto, Barbara C.	5	4	04	Volk, Robert	5	5
11	Segan, Richard	5	4	14	Walsh, Gerard J.	5	5
13	Senecal, Barbara M.	5	4	03	Walters, Laura	5	4
16	Shaevel, William	5	5	02	Ward, Dorothy M.	5	5
01	Shaw, Samuel Parkman, Jr.	5	5	AL	Ward, Patrick J.	5	5
08	Sherman, Barbara F.	5	5	06	Warren, Henry B.	5	5
11	Shield, Joel D.	5	5	11	Wax, Robert M.	5	4
04	Siegel, Marjorie	5	4	10	Weinberg, Sidney	5	4
09	Smizik, Frank Israel	5	5	01	Weiter, John J.	5	4
08	Soyer, Brenda I.	5	5	AL	Weitzman, Donald C.	5	5
02	Spiegel, Diana Lees	5	5	01	Williams, Susan H.	5	5
08	Spiegel, Samuel	5	4	06	Wolfe, A. Christina	5	3
02	Spiegel, Stanley L.	5	5	07	Ziskend, Seymour A.	5	5
14	Spunt, Shepard A.	5	5				

GENERAL GOVERNMENT

Town Clerk

On Tuesday, May 5, 1998, the Annual Town Election was held. Polling places were open from 7:00 A.M. to 8:00 P.M. A total of 5,813 of the 29,948 eligible registered voters in the Town, or 19.4%, participated in this election.

Town Meeting Members convened for the Annual Town Meeting held at Brookline High School's Roberts-Dubbs Auditorium at 7:15 P.M. on Tuesday, May 26, 1998. The meeting was adjourned to Wednesday, May 27, 1998 and dissolved at 10:55 P.M. in order to complete the business of the 21 article warrant. Significant actions taken at this meeting were the appropriated expenditures of \$133,995,110 for the Town, including an appropriation of \$325,000 for the purchase and installation of new parking meters, an appropriation of \$600,000 for engineering and architectural plans for the remodeling, reconstructing, and making extraordinary repairs to the police and fire headquarters, and an appropriation of \$10,500,000 for the renovation of the Baker School; an amendment to the Classification and Pay Tables for AFSCME, the Engineering Associates, and the Staff Associates of the Public Library; an authorization for the Board of Selectmen to petition the General Court for legislation authorizing Town Meeting to approve all Cost of Living Adjustments for the Brookline Retirement System; an amendment to the Domestic Partners By-Law and a resolution requesting the Board of Selectmen to issue an executive order extending healthcare benefits to domestic partners of Town employees and their dependents; and an additional resolution requesting the Town of Brookline to respect basic human rights in East Timor, especially the right to self determination, by supporting H. 4575, An Act Regulating State Contracts With Companies Doing Business With Or In Indonesia.

Town Clerk Patrick J. Ward read the roll of Town Meeting Members who had died since the last Annual Meeting:

HONOR ROLL

Marguerite S. Delany

Theodore Halperin

Thomas F. Larkin

Thomas H. Mulvey

On Tuesday, September 8, 1998, a three article Special Town Meeting was convened at 7:15 P.M. and dissolved at 7:55 P.M. in order to conduct the business of the warrant. The significant action taken at this meeting was the acceptance of a statute granting the Brookline Retirement Board to grant cost of living adjustments to retirees.

On Tuesday, September 15, 1998, the State Primary was held. Polling places were open from 7:00 A.M. to 8:00 P.M. A total of 9,981 of the 30,619 eligible registered voters in the Town, or 32.6%, participated in this election.

On Friday, September 25, 1998 a recount, petitioned by Representative John A. Businger, was held for certain precincts in the 15th Norfolk Representative District. The final results were certified and forwarded to the Secretary of the Commonwealth for recording.

On Tuesday, November 3, 1998, the State Election was held. Polling places were open from 7:00 A.M. to 8:00 P.M. A total of 17,754 of the 31,234 eligible registered voters in the Town, or 56.5%, participated in this election.

On Tuesday, November 17, 1998, an 18 article Special Town Meeting was convened at 7:12 P.M. The meeting was adjourned to and dissolved on Wednesday, November 18, 1998 at 9:20 P.M. in order to conduct the business of the warrant. Significant actions taken at this meeting were the authorization for the Board of Selectmen to file an application for CDBG funds in the amount of \$1,800,000; an amendment to the Zoning By-Laws creating an educational overlay district; an authorization for the Board of Selectmen to sell and convey town-owned land located at Kendall and Cypress Streets; an authorization for the Board of Selectmen to file a petition with the General Court authorizing the Town to issue pension obligation bonds; a recodification of the General By-Laws; the establishment of a Department of Planning and Community Development; and an authorization for the Board of Selectmen to file a petition with the General Court authorizing the Town to establish a Retiree Healthcare Liability Trust Fund.

The Town Clerk's office recorded 584 births in the Town for 1998 pending final results from the City of Boston. The office recorded 477 deaths in the Town pending final results from the City of Boston. There were 474 marriage intentions filed and 463 marriage licenses issued and recorded in 1998 pending final results.

Revenues for the Town Clerk's office were \$102,617.37. These revenues represent an increase of \$7,281.06, or 7.6%, above 1997 revenues. They are as follows:

REVENUES

Conservation License	\$875.15
GasolinePermits	3,200.00
Marriage Licenses	11,750.00
Dog Licenses.	14,550.00
Board of Appeals	12,075.00
Commercial Code Filings	11,832.00
Certified Copies	22,305.00
Business Certificates	9,330.00
Fines	6,385.00
Miscellaneous	10,308.12

Conservation Licenses

Fish & Game Licenses Issued.	17,789.00
Fees Paid to the Commonwealth	16,715.30
Fees Paid to the Treasurer882.25

Registrars of Voters

The Board of Registrars of Voters, by implementing and supervising the Annual Town Election, the State Primary, and the State Election, processed 5,976 affidavits of registration and 1,384 absentee ballot applications. The census population was 53,089, of which 31,771 were registered voters.

Political Parties and Designations

Conservative.....	1
Democrat.....	14,356
Green Party USA.....	2
Libertarian.....	28
Natural Law Party.....	1
Rainbow Coalition.....	7
Reform.....	16
Republican.....	2,994
Socialist.....	2
Unenrolled.....	14,364

Town Counsel

Town Counsel's office is engaged in a very diverse general practice of law. It provides legal services to all elected and appointed officials and to all town departments, boards, and commissions. The office is regularly involved with administrative law, conflict of interest and ethics law, licensing, code enforcement, domestic relations issues that involve town employees, municipal finance, education law, land use regulations, law enforcement, legislation, health and environmental issues and law, tort law, and, with the exception of collective bargaining, all aspects of employment law, including workers' compensation, civil service, retirement, employee hiring and discipline, and employment discrimination matters. The professional staff handles all litigation in both the state and federal courts systems and provides representation in administrative matters before both state and federal agencies.

The Town does not purchase liability insurance; it is a self-insurer. Town Counsel's office defends all claims and lawsuits against the community for personal injury and property damage.

Town Counsel's office reviews and usually drafts the articles for Warrants and proposed votes under those articles for Town Meetings. Town Counsel or a professional member of the staff attends all Town Meetings, most meetings of the Board of Selectmen and, on an as-required basis, the meetings of other boards, committees, and commissions. The professional staff has been actively involved in the Town's building construction, renovation, and expansion projects.

Town Counsel's office initiated the re-codification of the Town's By-Laws, recently adopted by Town Meeting and approved by the Attorney General.

Town Counsel's office also takes action, including litigation, to protect the community, recover amounts owed the Town, and recover damages and sums for the Town.

The entire staff of the Office of Town Counsel thanks the citizens of the community for their cooperation and support and for the opportunity to serve and represent the Town of Brookline. We look forward to new challenges in 1999.

Personnel

The Town is fortunate to be represented by a very able and experienced Personnel Board. James E. Cockfield has continued to serve as Chairman, a position to which he was first elected in 1989. Frances Shedd-Fisher, Patricia Correa, Kenneth Kurnos, and Jacqueline Young continue to devote many hours of their time to collective bargaining, helping the Town solve important issues.

Collective bargaining for labor contracts with all Town collective bargaining units continued in this calendar year. Agreements were reached in the Spring with Local 1358, the Engineering Division Associates, and the Staff Association of the Public Library. These contracts provided for wage increases of 2% effective July 1, 1997, 3% effective July 1, 1998, 2% effective July 1, 1999, and 2% effective January 1, 2000. These are the same increases negotiated by the School Committee for School Department employees. The Local 1358 contract provided, for the first time, a \$10,000 fund for unit members to attend approved job-related workshops, seminars, and courses. This fund, suggested by employees who wished to improve their job skills, is an excellent example of the mutually beneficial results that collective bargaining can lead to. Unfortunately, agreements were not reached with the police and fire unions by year's end.

In order to implement the innovative collective bargaining agreement with Local 1358, the Personnel Office worked with the Clerical Committee and an outside consultant for the professional development of AFSCME employees.

Seminars and workshops were provided in customer service and stress reduction in response to requests by the committee members. Other employees have enrolled in outside classes to improve job-related skills.

As a result of issues which were brought to the fore by participants in the stress seminars, the Town became aware of the host of personal issues which can interfere with employees' lives and work. This was the inspiration behind the issuance of a Request for Proposals for an Employee Assistance Program (EAP). Such a program will provide a professional and completely confidential source for employee assistance on a range of issues which include financial, emotional, and family stressors, as well as substance abuse.

In response to requests by employees and in recognition of the realities of the effect of inflation, the Town had expanded life insurance for active employees from \$2000 to \$5000 in FY96. This increased benefit was very important to retirees. The competition in the life insurance market enabled the Town to extend life insurance from \$2000 to \$5000 for retirees for FY99.

The Town, after Town Meeting approval, implemented a Domestic Partners Health Insurance Policy which extends health and life insurance benefits to domestic partners of Town employees, whether of the same or different sex. Although only a small number of people have availed themselves of this opportunity, it has contributed to a greater feeling of equity among Town employees.

PUBLIC SAFETY

Police Department

The Police Department, under the direction of Chief Daniel C. O'Leary, established a large set of goals to accomplish during 1998. Upon review, a good deal was accomplished and a foundation was laid that will assist the Department in meeting the many challenges it will face as it prepares to enter the next century.

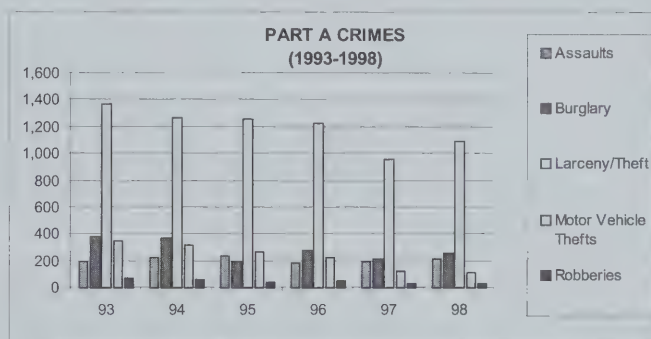
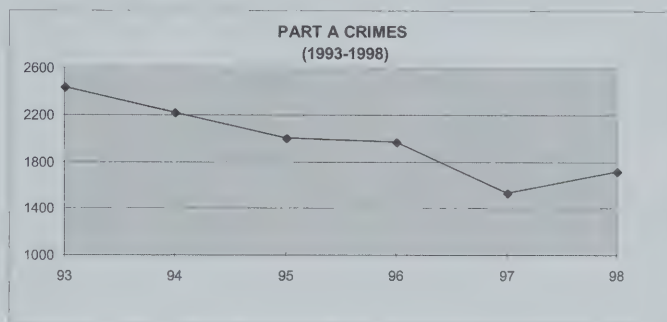
We view our personnel as the most important asset of the Brookline Police Department. Due to the outstanding dedication and effort, members of the Department have reached an enviable level of job performance. The rating of excellence for members is based upon officers' fairness, integrity, hard work, and professionalism in the performance of their duties.

Officers have consistently demonstrated that they are committed to providing the highest quality of police service to the public, which has enhanced the quality of life within our community. In order to improve the quality of life, we must eliminate the fear of crime while reducing crime itself. Officers have been educated in how to build partnerships with citizens in order to ensure personal safety, protect individual rights and property, and promote individual responsibility and community commitment. Interrelated with partnership-building is reducing crime through the use of Community Policing Problem Solving techniques.

To expand the Department's problem solving activities, the time that officers spend out of their patrol cars engaged in community policing activities has been increased. With the installation of new computer software, such as the Records Management Mobile Computer Interface Application, our laptop computers in the cars will be connected to the Records Management System, thereby allowing officers to do all of their report writing from their patrol cars instead of having to travel to the station to write reports. This will result in substantial savings in officers' time, meaning that the time per year that can be used for Community Policing and Problem Solving activities will increase.

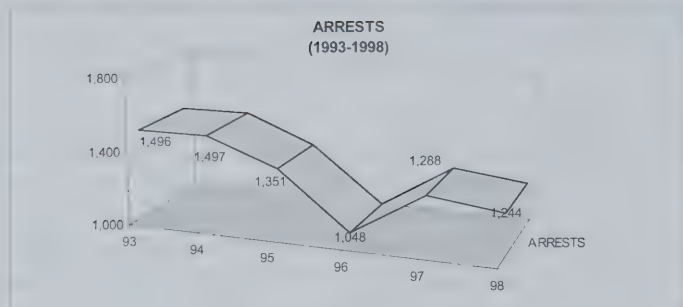
Fourteen recruit officers were hired this year and are assigned to the Department's Patrol Division. They are currently on probation and are striving to attain the attitude, skills, and experience necessary to integrate themselves into our already skilled and highly professional police force. Having as many officers as possible available for duty is a major goal of our Department. Department-wide efforts to control the use of sick time continued throughout the year, with officers attaining an average of 9.4 sick days used per officer. Through better utilization of resources, the Department has been able to direct greater attention to traffic safety, community policing, and other essential services.

A review of the crime rate for the Town between 1993 and 1998 shows a tremendously satisfying decline in the amount of Part A Crimes, defined as criminal homicide, rape, robbery, assault, burglary, larceny, and motor vehicle theft. When compared to 1993, 1998 showed a reduction in almost all of these categories of crimes, with the exception of one additional rape in 1998. Overall, Brookline experienced 721 less Part A Crimes between 1993 and 1998, reflecting a decrease of 29.6%. During this period, the Department had a 58.1% decrease in robberies, a 34.1% decrease in burglaries, a 20.3% decrease in Larceny/Theft, and a 67.9% decrease in the number of Motor Vehicle Thefts.



In 1998, our crime clearance rate was 32.2%. During the year our officers arrested 1,244 persons for a variety of offenses. This decline in crime can be attributed to the relationships that exist between the Police Department and the community, the hard work of the members of the Department, and the support of all of the town departments. Further, in 1998 our dispatch facility processed 46,167 calls for service, compared with 42,692 calls for service in 1992. This increase in calls for service reflects the Community Policing/Service Oriented attitude that is now pervasive throughout our Department. It also reflects the fact that the people have confidence in their Department.

To assist us in accomplishing our mission, we have joined the Massachusetts Accreditation Commission, with the eventual goal of being accredited by this body. The Commission is currently looking at over 250 standards pro-



posed by the Massachusetts Police Accreditation Coalition, in order to be able to issue a set of professional standards for all Public Safety Departments. To ensure the carrying out of our departmental mission, we intend to adopt the high professional police standards being developed by this body. Toward this end, the Department is currently reviewing all of its policies and procedures as well as its rules and regulations. We expect to request the Massachusetts Accreditation Commission to conduct a preliminary on-site assessment in 1999, with a full inspection to be conducted within a reasonable time thereafter.

During the past year we obtained \$851,000 in federal and state grant monies, essential funds that have helped finance a number of departmental programs. For example, we now have a laptop computer system in all of our police vehicles. Due to the system's ability to immediately check on the status of stolen cars, stolen plates, and stolen guns, we have significantly enhanced our officer's safety. Another example of a grant funded initiative is the Automatic Vehicle Locator (AVL) System. Thirty-five of our police vehicles now have the AVL System installed, which allows the dispatcher to know exactly where these cars are at all times. This same grant allowed us to purchase an additional 15 laptop computers and eight In-Car Video Camera Systems. All of this equipment has tremendously increased officer safety.

Through a Domestic Violence Grant, the Department has now hired a Sexual Assault/Domestic Violence Specialist to work with our Juvenile/Domestic Violence Unit. Another exciting grant is the School-Based Partnerships Grant received from the federal grants COPS Office that will fund the hiring of an Interviewer/Analyst who will be working at Brookline High School. This grant also provides funds for the nationally recognized Boston Prevention Center Program, which supports substance abuse prevention and treatment programs. Funding of \$101,377 to extend our present Violence Against Women Act (VAWA) Grant will allow the Department to increase its activities in this area. A D.A.R.E. Grant, Community Policing Grant, and Local Law Enforcement Block Grant are some of the other grants we received during the year.

In 1998, through a Problem Solving Grant, we hired a Crime Analyst who is doing a study on the problem of Operating Under the Influence of Alcohol. Through an Advancing Community Policing Grant, we hired a Planner/Analyst to help improve our Officer Evaluation sys-

tem, to develop a Field Training Officer (FTO) Program, and to assist in preparing the curriculum for 40 hours of training for all Captains, Lieutenants, and Sergeants in handling the changing of the Department's organizational culture. Through a VAWA Grant, the Department purchased, and has in place, a Digital Darkroom System and outfitted all patrol supervisors cars with digital cameras.

Obviously, computers have become an important part of our policing effort. In the past year, the Department replaced its outmoded communications system with the purchase of the Motorola CentraCom Elite CRT Radio Dispatching Console, a computer-based radio system that uses Microsoft Windows NT 4.0. The Department also replaced the antiquated Citizen Alarm Call Box System's Receiving Console, located at headquarters, with a new digitized Console System that is more reliable, displays Call Box locations, home and business alarms, is extremely compact, and interfaces with the C.A.D. System. In 1997 and 1998, we developed, implemented, and improved the computer mapping system that allows the Department to locate sexual offenders within a one-mile radius of a particular address or location. This information is essential in order to comply with the Sexual Offender Registry Act. In line with this is the Detective Division's development of a Case Management Tracking System. Street officers have also further utilized the Vehicle Laptop Computer System, resulting in increased officer initiated arrests, thereby resulting in a safer community.



The grand opening of the Neighborhood Police Station, point pride - rear of 218 High St. off New Terrace Road.

The driving force behind all of our policing efforts is our adoption of Community Policing, both as a philosophy and as a strategy for action. Efforts are concentrated not only on preventing crime but also on improving the quality of life in all of our neighborhoods within the Town. We have reached out to the community by providing additional time to patrol officers, who are assigned to routes, to enable them to conduct neighborhood community policing activities. In 1998, over 2,000 Community Policing contacts were initiated in this manner. Partnership Building and Problem Solving are an important part of Community Policing. Through citizen contacts, officers seek to discover problems in the neighborhoods that should and often must be corrected or eliminated.

In the past year, we sponsored three Citizen Police Academies that educated 64 citizens from the community in all facets of operations of the Department. We are also conducting High School Citizen Police Academies. Our DARE Program taught the Sixth Grade DARE Curriculum in all of our grammar schools and taught the DARE High School Curriculum in the ninth grade at Brookline High School. During the Summer, the Department's DARE officers also conducted two one-week long Basketball Clinics for local children from grades five through eight. In conjunction with the Brookline Trial Court and the Probation Department, we have further developed and coordinated the Brookline Evening Surveillance Team (B.E.S.T.), which checks on offenders who are on probation. In partnership with the Brookline Probation Department, we continued the Department's Graffiti Initiative Program. Through this program, individuals whose probation includes community service are used to remove graffiti from around the Town. These subjects are supervised by police officers.

It is essential to remember that Community Policing is not soft on crime. The Department has increased officer training in such specialized areas as Domestic Violence, Traffic Accident Investigation, Homicide Investigation, Sexual Assault Investigation, Drug Investigation, and Crime Prevention Activities. The Detective Division continued its pro-active Warrant Apprehension System that targeted subjects wanted for Part A crimes in order to significantly reduce recidivism. Over 100 warrant apprehensions were cleared in the past year through this program, double the number of pro-active warrant arrests in 1996. We have improved our investigation and apprehension capabilities in the area of Domestic Violence through the use of a new Photo Scanning System that allows photographs to be instantly available for the court, arresting officers, and follow-up investigators. We have also continued to track those recently released from correctional institutions that are living or working in Brookline. Detective personnel were trained in the use of the new Kodak Digital Darkroom Computer System, which uses no film, discards the traditional 35mm cameras for digital cameras, and allows the download of photos into the Digital Darkroom System where the photos are maintained and processed. The Detective Division has continued to screen serious cases in order to ensure that cases are assigned to personnel according to their specific skills and training.

Our Department, in partnership with the School Department, has further developed a School Bus Safety Initiative Program that has the Safety Officer ride school buses in order to observe operation and to correct any present or potential safety problems. This Safety Initiative Program includes another police officer working in conjunction with the Safety Officer, who follows along behind the school buses in order to cite any public safety violations. In cooperation with Pine Manor College, the Department's Rape Aggression Defense (RAD) Course for women, which is funded by a grant, continued throughout

1998. In cooperation with town business people, the Brookline Health Department, and the Brookline Rotary Club, we have been able to continue our Operation Conehead Program, designed to encourage the wearing of helmets by youths when riding bicycles. The Department is also expanding its Neighborhood Crime Watch Program by promoting various instructional seminars and meetings which are sponsored and supervised by the Community Service Division.

Partnership and crime prevention are important factors in almost every activity in the Department. The Detective Division coordinated in referring 65 youths to the Diversionary Program, an alternative to the use of court for youths who have no previous record and have committed



The New England Shelter for Homeless Veterans clothing drive put on by the Brookline Police Department.

certain minor offenses. This program had an 80% success rate, meaning that 52 youths successfully completed the program without recidivism. This program also includes home curfew checks of youths. Whether it be our R.A.D. Program, our D.A.R.E Program, our Walk and Talk Program, or any other activity in the Department, in most cases partnership and crime prevention are important elements in ensuring success. It is through partnerships that the passage of legislation allowing Brookline, Newton, and Boston Police Departments to share jurisdiction within 500 yards of their respective borders was enacted.

Other examples of crime prevention activities include the close monitoring of the sale of alcohol, which included the use of minors purchasing alcohol in Sting Operations as well as aggressive follow-up on liquor complaints. The Department's Alert Program placed warning flyers on motor vehicles located throughout the Town containing information on how to protect valuables inside cars. We also distributed business crime prevention booklets at community gatherings that advised and educated citizens about crime.

Crime prevention and apprehension of offenders obviously is important, but inspectional activities are also essential if we are to continue to maintain the high quality of life within Brookline. In the past year, 23 hackney licenses were seized as a result of improper operation by cab drivers. All

school buses and taxi cabs were inspected for safety and licensing requirements. A Patrol Lieutenant was assigned to the so-called Ad Hoc Committee which investigated illegal rooming houses, building, fire, and other code violations in the Town. The number of inspections of rooming houses (including fraternity houses) was increased from 45 to 70 inspections per year.

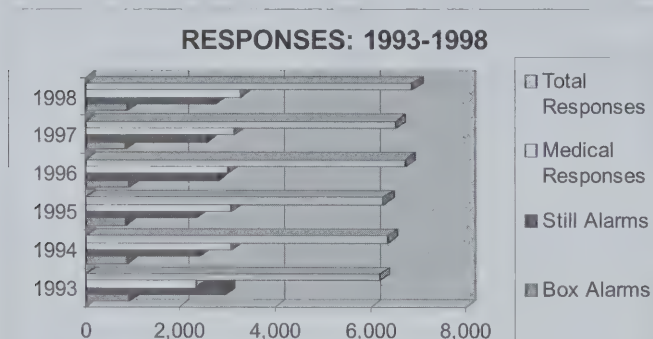
The Brookline Police Department is dedicated to increasing its Community Policing activities and its service to all people living in, working in, or visiting the Town. It is the embracing of the previously described Community Policing activities that enables us to prevent and reduce crime and to assist in maintaining the exceptional quality of life throughout Brookline.

Fire Department

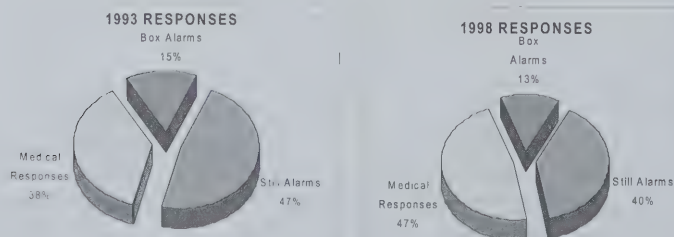
The Fire Department's primary function is to work to prevent fires and to extinguish fires with a minimum loss of life and property should they occur. The Department provides assistance during incidents involving hazardous materials, water rescue, and all other types of emergencies requiring trained personnel and equipment.

During 1998, the Department responded to 6,862 emergency incidents.

The responses for 1993-1998 are broken out in the bar graph below.



The Department is comprised of six divisions, which work together, to provide the optimum level of service to the community: Administration, Firefighting, Fire Prevention, Wire and Alarm, Apparatus Maintenance, and Training.



The Fire Chief, one captain, one office manager, and two senior clerk typists staff the Administration Division. The functions of the Division during 1998 included the development of policies and procedures for the Department, public information dissemination, record keeping, payroll processing, departmental correspondence, scheduling, and all other functions necessary for the efficient operation of

the Department. A grant application for fire safety education was submitted to the State and approved in the amount of \$6,800. The renovations of the Fire and Police Headquarters building is on schedule with funding for planning included in the FY99 Capital Improvement Program and funding for construction included in the FY00 CIP. A major component of this project is the addition to Station One in Brookline Village, slated to begin in July, 1999.

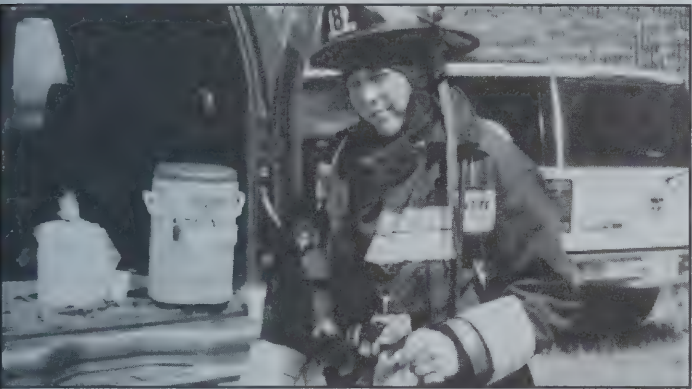
Four deputy chiefs, seven captains, 21 lieutenants and 119 firefighters working in four rotating shifts and responding with five pumpers and two ladder trucks from six stations situated throughout the Town staff the Firefighting Division. This year saw the Department hire 10 new firefighters to replace retiring members. These hires are in addition to the four firefighters hired in late December of 1997. The 10 firefighters finished their training in late June and begin their new assignments at several different fire stations.



Ten newly hired Brookline firefighters training on flammable liquid fires at Logan Airport.

All Emergency Medical Technicians (EMT's) completed their recertification program that was presented by the Training Division. They also completed the 20-hour First Responder Course and were all certified in Cardio-Pulmonary Resuscitation (CPR). Members of the Firefighting Division responded to over 6,000 emergency incidents during the year, making it the busiest year in the Department's history. In addition to their emergency response duties, the members of the Division are an integral part of the townwide multiple dwelling inspection that requires all buildings with six or more residential units to be

inspected at least once a year. In addition, everyone assigned to the Division became certified in the use of the Department's new semiautomatic defibrillators. A new private ambulance company, Fallon Ambulance of Milton, was chosen to work with the Fire and Police Departments on emergency medical responses.



Brookline's first female firefighter, Christine Hagerty.

The Fire Prevention Division, which is staffed by a deputy chief, one lieutenant, and two firefighters, is instrumental in providing a fire-safe environment for the citizens of the Town. Members of the Division are responsible for the investigation of the cause of all fires in the Town. This investigation of cause determination helps the Department to plan ahead to prevent similar type fires from occurring. They are the people with the responsibility of administering the inspection program for all-public buildings, multiple dwellings, restaurants, gas stations, hospitals, nursing homes schools, etc. Fire Prevention Division employees are members of several state and national groups dedicated to fire prevention and arson investigation. All members attended a number of continuing education courses to keep abreast of new developments in investigation and inspection techniques.

The Apparatus Maintenance Division is staffed by one motor equipment foreman and one motor equipment repairman who are charged with the repair and upkeep of the equipment used by the Department in their firefighting duties. Included in the Department's fleet are two ladder trucks, seven pumpers, and a number of other smaller vehicles. Members of the Division attended many continuing education courses and are members of state and national organizations specializing in fire apparatus design, repair, and maintenance. The two members of the Division were instrumental in the design and final delivery of the Department's newest piece of fire apparatus, Ladder Two, a 105-foot aerial ladder that is housed at headquarters.

One superintendent, one signal maintainer, one senior fire alarm operator, and four fire alarm operators staff the Fire Alarm/ Wire Division. The Division is responsible for the timely notification and dispatching of fire apparatus to emergency incidents. During the year, Wire Division members tested all 500 fire alarm boxes throughout the Town at least five times. They supervised the addition of seven fire alarm boxes to the townwide system. In addition, their daily preventive maintenance of all aspects of the emergency notification system helped keep the system, which was installed in 1926, in top-notch condition. The emergency dispatchers each attended a number of communications and dispatch courses to keep aware of all changes in communications.

The two Wire Division members completed the installation and/or replacement of over 4,000 feet of aerial and underground fire alarm cable. In addition, 75 pole hookups were changed over to new poles. The Division has been working with the new cable company in regards to cable location, etc.

The Training Division has the responsibility of the continuing training of all members of the Department, in addition to the training of any new firefighters hired. The majority of this training is accomplished at the Department's training facility situated behind Station Six on Hammond Street. This facility, constructed in 1938, was the first one of its kind in the country. Several neighboring fire departments, including Boston, Cambridge, and Newton, conducted training classes using the Brookline facility. The deputy chief, captain, and lieutenant assigned to this Division taught a number of courses to the Department including CPR, gas detector monitor operation, ice rescue techniques, ground and aerial ladder use, response to terrorism, bomb recognition, SCBA use, and defibrillator training. In addition to the courses taught, they were host to a number of Massachusetts State Fire Academy courses throughout the year. Their attendance at continuing education seminars enables them to pass on the most current information to the members of the Department.

Six members of the Department retired during 1998. Those retiring were Lieutenant Edward Carroll, Lieutenant Kevin Lynch, Lieutenant Paul McIntyre, Firefighter Edward Hingston, Firefighter Arthur Palmer, and Firefighter Lawrence McGinn. These six members had a total of over 190 years of service to the Town of Brookline. Their contribution to the Department is greatly appreciated and we wish them well on their future endeavors.

Building Department

The Building Department's charge is to oversee all construction, alteration, repair, and demolition throughout the Town. The Department reviews and issues permits for construction, repair, remodeling, and demolition and also issues certificate of compliance and occupancy. Department staff enforces by-laws and regulations related to zoning, building, plumbing, gasfitting, electrical, fire safety, sprinklers, and demolition. The Department performs annual inspections of lodging houses, places of assembly, parking facilities, and common victualler loca-

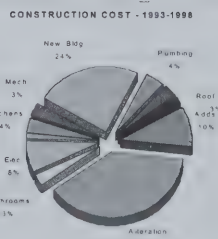
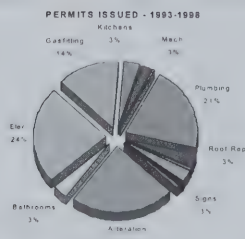
tions prior to their license renewal. This Department is also responsible for the repair and maintenance and capital improvement program for town and school buildings, as well as the daily operation of the Town Hall, the Health Center Building, and the Police Station.

In 1998, there were 38 new buildings built, 54 additions, and 1,835 alterations permits issued along with an enormous number of other permits issued for various other type of building construction, as shown in the table below.

Type of Permit	1994		1995		1996		1997		1998	
	Number	Construction Cost	Number	Construction Cost	Number	Construction Cost	Number	Construction Cost	Number	Construction Cost
Additions	72	4,280,316	37	1,910,702	39	4,328,971	42	17,833,540	54	7,222,331
Alteration	1,242	24,576,541	1,194	26,537,052	1,112	24,542,294	1,197	32,529,048	1,166	26,390,059
Bathrooms	174	2,508,933	201	1,543,630	153	1,770,839	153	1,796,661	178	2,254,986
Electrical	1,057	4,104,257	1,139	5,125,639	1,232	5,733,224	1,203	6,374,699	1,337	6,400,377
Gasfitting	683	607,772	704	927,499	719	785,905	775	888,767	766	770,361
Kitchens	149	2,227,393	198	2,127,082	170	2,217,382	163	3,345,778	202	3,031,140
Mechanical	137	2,368,027	107	1,259,580	115	1,580,905	157	3,699,252	134	2,998,827
New Building	12	5,038,756	16	10,813,740	24	14,185,440	14	15,037,201	38	38,011,739
Plumbing	926	2,559,325	984	2,464,567	1,047	2,953,767	1,112	4,230,365	1,194	3,134,073
Roof Repair	200	1,663,475	128	2,203,638	130	2,292,049	176	2,328,474	165	2,649,107
Siding	21	154,300	32	252,191	30	258,797	23	143,956	33	338,690
Signs	85	127,932	77	115,355	184	149,090	167	218,550	189	169,314
Sprinkler	19	741,930	11	360,050	20	67,900	46	1,473,197	28	739,760
Swimming Pools	6	70,000	6	89,000	5	103,900	4	83,556	8	303,000
Temporary	5	16,100	4	11,700	4	11,700	6	9,375	6	13,000
Temp. Tents	23	398,660	23	109,040	21	76,322	6	44,217	48	168,433
TOTAL	4,811	51,443,717	4,861	55,850,465	5,005	61,058,485	5,244	90,036,636	5,546	94,595,197

OTHER CERTIFICATES ISSUED

	1994	1995	1996	1997	1998
Occupancy Certificates	161	233	278	234	232
Certificate of Inspection	208	291	303	335	408
Builders Licenses	209	235	257	256	235
TOTAL	578	759	838	825	875



The pie charts on the previous page show the percent each of the categories comprise, both in number of permits (left) and the associated construction cost (right).

The major projects include:

- The Longyear Condominiums on Fisher Hill began the construction of Phase 1, consisting of 48 units at a cost of \$8 million.
- The Longyear Museum was issued a permit to construct at 50 Dunster Road at an estimated cost of \$8 million.
- Phase III of the construction at Brookline High School is in its final stages and is expected to be completed by September, 1999.
- The Brookline Housing Authority built 15 new Architectural Access/Handicap Units at Egmont and High Streets at an estimated cost of \$3.5 million.
- The Hellenic College's new \$3 million Library received an occupancy permit.
- Construction has begun on the Chestnut Hill Benevolent Association's new Sanatorium at an estimated cost of \$6 million.

Public Buildings

The Public Buildings Division of the Building Department met new challenges this past year. There were many new renovation and remodeling projects. The Division used almost 75 different outside contractors in order to make repairs and perform maintenance on the buildings, generating over 4,000 service orders for this kind of work. The tradesmen, who were issued almost 4,000 work orders, worked in all town and school buildings performing a wide variety of tasks.

This year, the summer recess for the schools was shorter than normal, meaning that summer repairs had to be done in a quicker time frame. The Town's two painters, with help from several part-time staffers, painted at every school building. Painting included offices, classrooms, and other spaces at the Baldwin, Baker, Driscoll, Devotion, Heath, Lawrence, Old Lincoln, Runkle, and Pierce Schools, as well as some painting at the High School.

At the Baldwin School, the windows and doors were completely repainted following all lead paint rules. The Devotion School had numerous classrooms that were re-carpeted (almost 20) and new lockers were installed in the lower corridor to replace old worn-out ones. The school is an open plan layout, meaning classrooms have no walls. A request to wall off a section of rooms was approved and a new wall built around two rooms to help with noise. A new office suite was built on the top floor as well.

The Driscoll School had several rooms carpeted including the library, corridors, and eight classrooms. Existing windows, which have been a maintenance problem in the past, were taken apart and rebuilt. At Heath, some new

lockers were installed and sinks were installed in a classroom.

The renovation plans for the Lawrence School is still on track. Any improvements that are done to the school are done in such a way as to compliment the upcoming renovation. The front entrance was completely reconfigured, a new doorway was built, and the front entrance was made handicap accessible. New handicap toilets were installed on the first floor and all the windows were repainted. New doors were installed on the west and east sides of the building while all interior hallway doors were removed, repaired, painted, and re-hung. A new SPED classroom was built near the cafeteria to help with that program's needs. New sinks were installed in the primary area and a new wall was built in the "pit" area, creating a new teaching space at the back of the building. A total of eight rooms were either carpeted or tiled.

The Pierce School had more acoustical tile work done to the walls in the "A" wing and the auditorium to help with noise. The "A" wing carpeting was also removed and replaced. The Runkle School had over 120 new lockers installed on the third floor to replace old ones. New sinks were installed in the Art room and Room 322 while several rooms were re-carpeted.

The Old Lincoln School (Freshman Campus) had some minor work done. The windows were repaired and made workable again while the front fence and wall were repainted. At the High School, the tradesmen were called into action to remove equipment, parts, and other building materials that could be used in other buildings in the Town, thereby saving time and money.

The Division worked closely with the School Department and School Committee on the plans for the Baker School. The bids were recently opened and the school renovation project is planned to be underway in June. The Division worked very closely with the High School Project Oversight Committee and, as the construction work winds down, the Division reviews the final plans for the building. The extra work planned to take place at the High School over the Summer is also being reviewed and commented on.

As for Town buildings, the New Municipal Center opened. The old highway garage on Kendall and Cypress Streets was closed and will be turned over to the developers in 1999. The new Municipal Service Center is a state-of-the-art building providing the best service for the Town's vehicles. The painters who work for the Town painted several Fire Stations again this year in an on-going effort to keep maintenance up. The Devotion House in front of the Devotion School had a new roof and had its outside painted to the original colors. The Putterham School building at Larz Anderson also had some interior work done on its ceilings.

The Municipal Pool had new filters and pumps installed over the Summer, the locker rooms were painted, and new partitions were installed in the bathroom. At the Main Library, new water coolers and a fire alarm panel were installed. The Coolidge Corner Library was completely painted and new carpeting was installed throughout, adding greatly to the appearance of the building. The Putterham Library had a new roof installed to replace a troublesome leaky roof. At the Town Hall, a new emergency generator was installed, replacing a 30 year old unit.

A new Energy Committee was established, its goal being to review the Town's energy usages, its policies, and upcoming capital projects that include energy savings plans. This committee was borne out of the previous Town Administrator's Deregulation Committee, the group that had the ominous duty of reviewing and recommending to the Board of Selectmen a plan to purchase electricity and gas on the open market. The Town chose two vendors – PECO for electricity and EnergyVision for gas. These two new vendors will save the Town approximately \$100,000 in energy costs this year alone.

Building Commission

The Building Commission, in accordance with Article 3.7 of the Town By-Laws, participates in the selection of design consultants, reviews and approves plans and specifications, receives proposals, awards contracts, and maintains supervision of the Town's building program. The Building Commission works closely with the Board of Selectmen and using agencies and commissions.

The Building Commission consists of five residents who are appointed by the Board of Selectmen, one of which is a registered architect, one a registered engineer, and one a licensed builder. The Project Administrator and his assistant serve as the agents of the Building Commission, coordinates with various town agencies for study, design, construction, and major repairs, and acts as the Town's representative on these projects.

The Building Commission continued its involvement with the renovation of Brookline High School. Work in 1998 was concentrated in the cafeteria and kitchen, the Tappan Street Gymnasium, the A-Wing, and all of the classrooms and office areas on the Tappan Street side of the Main Campus. At the end of the year, work began to shift to the final phases of the project, which is scheduled for completion at the end of the Summer, 1999.

The Municipal Service Center was brought to substantial completion and the Department of Public Works moved its operations to the new facility in the Fall.

The fire alarm system replacement in the Driscoll School was completed, as were energy efficient replacement windows in the 1952 wing. The Runkle School fire alarm system and other interior improvements were completed. A contract for installation of new energy efficient replacement windows was signed.

Phases II and III of the envelope repairs at the Devotion School were designed, bid, and constructed. The completion of this work represents the end of a three-year effort to improve the building envelope. Design work continued for the replacement of the windows in the 1952 wing.

The Baker School Renovations plans were finalized after a thorough review process. The project was bid and filed sub-bids were received late in the year. The project creates a host of other smaller projects to facilitate the relocation of students and staff. A relocation plan was developed to move operations to the Old Lincoln School, the Baldwin and Winthrop House, the High School, and the Soule Recreation Center.

The Lawrence School feasibility study was completed. Designer selection began for elevator installation at the Old Lincoln, Driscoll, and Pierce Primary Schools while designer selection for roof replacement and façade repairs at the Driscoll School began.

Designer selection was completed and design work was begun for renovations to Fire Station #1, to reconfigure the facility to accept the Ladder Company from Fire Headquarters. This step is essential to allow the renovations to the Public Safety Facility to proceed. The Public Safety project will combine the Police and Fire Headquarters into one unified facility to enhance the Town's ability to deliver essential Police and Fire services. A designer was selected for the Combined Public Safety Facility and contract negotiations began.



Building Commission

Geotechnical studies for the new Senior Center were completed, and design work continued as the Town continued to move forward in its commitment to the much needed facility.

The Building Commission is involved with the Capital Improvements Program process, by establishing and reviewing proposed capital expenditures for all town buildings. This procedure includes an evaluation in terms of priorities, needs of the user agency, fiscal impact, and relationship to the comprehensive plan.

An integral tool in this on-going effort is the Capital Needs Assessment, a comprehensive computerized database

that sets the groundwork for an organized approach to deferred maintenance and capital renewal of all town and school buildings. The Capital Needs Assessment continues to be a useful tool to coordinate the Capital Plan to the overall physical needs of the Town's real property.

In the coming year, the Commission will be involved with the completion of the High School addition and renovations. Along with the Baker School, the Senior Center, the Combined Public Safety Facility, and a host of smaller projects, the Commission expects a busy and very productive year. The Commission will continue to play an active part in all these projects to insure that they are on budget and on schedule.

Board of Examiners

The Board of Examiners was established under the Town of Brookline Building Code. Today this board is established under the Massachusetts State Building Code. The Board consists of three members (an engineer, an architect, and a licensed contractor) all appointed by the Board of Selectmen. Presently, the Board members are Israel Katz, Chairman, and Barnett Berliner. The Board meets monthly to hold licensing examinations to ensure that all work in the construction, alteration, removal, or demolition of buildings or structures in the Town is performed by qualified licensed persons. All of the meetings are conducted under the Open Meeting Law which requires notice of such meetings be posted to the public and that accurate records of the Board's proceedings be maintained.

During 1998 a total of 28 applicants were examined and 18 successfully qualified for licenses.

The 28 new licenses were issued as follows:

1	Class B – C	Noncombustible
3	Class C	Type 3A ,2B , 3A
5	Class A-B-C	Fireproof
2	Class D-F	Type 3B , 3C
2	Class D	Type 2C
1	Class D-S	Exterior masonry
1	Class F	Frame
7	Class F	Limited
2	Class F-H-1	Frame/Demolition
1	Class M	Miscellaneous
3	Class S	Special Work

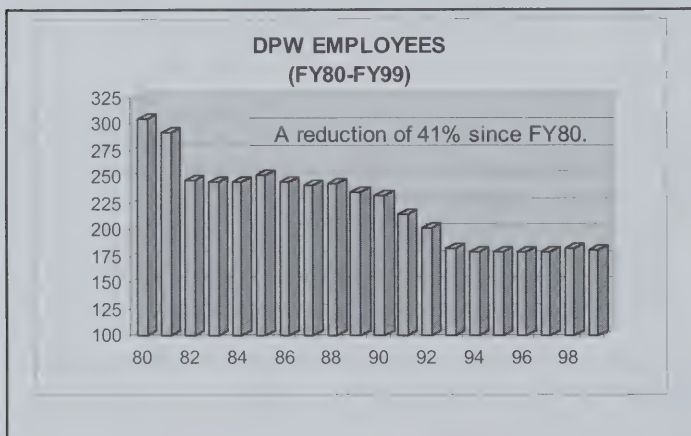
In addition to new licenses issued, 207 licenses were renewed.

PUBLIC WORKS

Administration

The Department of Public Works (DPW) divides its multiple responsibilities for the management, maintenance, and operations of the Town's infrastructure among five principle Divisions: Administration, Engineering/Transportation, Highway/Sanitation/Fleet Service, Water/Sewer and Park/Forestry/Conservation/Cemetery. Each of these five divisions is headed by a director charged with staff, budget, and management responsibilities tailored to the specific public resource under their jurisdiction. Overseeing each of the directors and establishing both long and short-term policy direction for the entire Department is the Commissioner of Public Works, A. Thomas DeMaio.

The Department of Public Works has continued its tremendous efforts over the years with a remarkably smaller work force, as depicted in the graph below:



Brookline citizenry play an integral role in town management, programming and politics through an appointed structure of official Boards and Commissions. The Department of Public Works operates within this vein of public participation, supporting the roles of specific project advisory or selection committees, targeted task forces, and boards or commissions with certain mandated authorities or controls. The following boards and commissions, whose memberships are appointed by the Board of Selectmen, work on a permanent and prescribed basis with various DPW divisions: Park and Recreation Commission, Tree Planting Committee, Conservation Commission, Transportation Board, Solid Waste Advisory Committee, and the Trustees of Cemeteries. Examples of specific citizen groups active in Public Works projects included the Beacon Street Project Advisory Committee, the Hall's Pond Design Advisory Committee, and the Carlton Street Footbridge Consultant Selection Committee.

Projects listed below, together with a brief description, merit particular pride as the products of enormous efforts on the part of community and DPW staff, as well as extremely thoughtful and/or long-term solutions to issues

within the domain of Public Works. Each of these projects is further developed within the text of the responsible Division:

Open Space Turf Maintenance

Under the leadership of Parks Division Director, Paul Willis, a long-term plan and schedule were developed for the maintenance and nurturing of grass areas, including such standard procedures as soil analysis, vital soil reinforcement, fertilizing, watering, overseeding, insect control, and aeration.

Parking Plan for Ryder Cup

John G. Harris, Jr., Director of Transportation, orchestrated the Ryder Cup Transportation Plan that included utilizing Town open space, such as the Putterham Meadows Golf Course, to facilitate event parking and support.

Landfill Closing

The Town of Brookline has commenced an environmental assessment of the Front and Rear Landfill sites located off Newton Street and Incinerator Drive. A significant portion of this environmental assessment is to characterize the quality of the groundwater and surface water around the two landfill sites. DPW is overseeing the closure of the Newton Street Landfill under the guidance of the Department of Environmental Protection and will discuss re-use options once the assessment is complete.

Hall's Pond Restoration

DPW launched a project to restore the natural appearance and improve the ecological health of a historically important site, Hall's Pond Sanctuary that today is surrounded by urban development. DPW, specifically the Conservation Division, began design and engineering, bid administration, construction scheduling and budgeting, and held numerous meetings to gather public input and heighten awareness.

Muddy River Restoration and Flood Mitigation

The Town of Brookline has undertaken a collective initiative with the City of Boston to rehabilitate and restore the Muddy River system. The primary objectives of Phase I are to increase flood control, improve water quality, and enhance aquatic/riparian habitat within the Muddy River.



Brookline students at Hall's Pond

Wastewater Master Plan

Under the guidance of Andrew Pappastergion, Director of the Water/Sewer Division, DPW secured the consulting services of BETA Engineering in order to conduct a study and analysis of the Town's wastewater system. This study will assist the Town in determining priorities and proposed economies that will ultimately offer benefit in terms of improved system efficiency.

Completed Construction/Opening of Hammond St. Municipal Service Center

Serving as Construction Administrator, Peter Ditto, Town Engineer, oversaw the final phases of construction of the new Municipal Service Center. Upon substantial completion, Peter Sellers, Director of Highways/Sanitation, coordinated both the Division's move to the new building and the equipping and finishing of its interior facilities.



The new Municipal Service Center

Highway and Sanitation Division

The Highway Division of the Public Works Department provides for the maintenance of the Town's streets, sidewalks, tree lawns, public pathways, municipal and school parking lots and paved play areas, fencing and guardrails, along with other roadway appurtenances that include curbside benches, litter baskets, fencing, and guardrails. Included amongst a variety of duties is the clearing of snow, sand, leaves, litter, graffiti, and other unwanted debris from public ways and facilities, along with the surface repair of streets, sidewalks, pathways.

The **Sanitation Division** of the Department of Public Works is responsible for the provision of residential solid waste collection and disposal services and a recycling and recovery program that includes the annual collection of household hazardous wastes.

The **Automotive Services Section** is responsible for the acquisition, registration, inspection, and maintenance of all Public Works mechanized equipment. This section also furnishes automotive maintenance and statutory inspection services for all other Town-owned automotive equipment, with the exception of equipment operated by the Fire Department.

The **Traffic Systems Section** is accountable for the recurrent maintenance and repair of traffic-related roadway appurtenances including traffic signals, street lighting, parking meters, school zone warning signals, signage, and pavement markings on the more than 200 lane miles of streets throughout the Town.

Highway Division

The Division is responsible for the maintenance of more than 200 lane miles of asphalt roadways and, similarly, nearly 190 miles of sidewalks and paths of varying surface types ranging from brick, concrete, peastone to a simple asphalt surface. In 1998, the Division continued its effort to make intermediate repairs to roadways and sidewalks in order to preserve their surface integrity for the safety of the public and to keep them clean and more aesthetically appealing. The Division continued its program of working in concert with contractual services to accelerate the replacement of sidewalks in areas of the Town where pedestrian traffic is heaviest and the sidewalks are in an advanced state of deterioration. This year the Division replaced large sections of cement concrete sidewalks along Beacon Street, Holly Lane, Harris Street, Beaconsfield Road, Toxteth Street, Westbourne Terrace, and at the entrance to the Baker School. Several large sections of asphalt sidewalks were replaced or resurfaced at locations that included Hammond Street, Goddard Avenue, Elliott Street, and Warren Street.

As a consequence of the heavy rains of June 13, 1998, the Division was called on to respond to requests for assistance in the low-lying areas of the Town where flooding was the most predominant. Subsequent to the storm, the Division worked to repair several streets that suffered serious erosion and undermined the roadway surface. Restoration work was also completed at the grounds of the Heath School, at Warren Field and at Elliot Playground. In

both cases large amounts of fill were brought to the sites to fill voids created by the erosion.

Bituminous curbing was installed later in the year at certain of these critical erosion sites in an attempt to minimize the likelihood of a costly recurrence. In addition to those locations, extensive bituminous curbing was installed on Elliot Street, High Street, Cumberland Road, Shaw Road, Goddard Avenue, Hammond Street, Buckminster Road, and at the Baldwin School.

The Highway Division strengthened its street cleaning program in 1998, by placing into operation two new, self-propelled sidewalk sweeper and scrubber machines (*see photo*) that are used in commercial and other high traffic pedestrian areas of the Town. The machines are designed to wet scrub the sidewalk and remove the accumulated dirt, litter and grime that adheres to the cement, asphalt or brick surface. This program replaces the intermittent nighttime use of a portable pressure washer along certain sections of sidewalks that were prone to this type of dirt.

The effort to eradicate graffiti throughout the Town intensified this year with the repeated painting over of certain sites of recurrent vandalism such as the pedestrian footbridge over Washington Street at Boylston Street. The interior section of the overpass was painted as a backdrop to a subsequent mural painting that was completed by the school children of Brookline. The Division continued to dedicate staff on a full-time basis to the removal of graffiti and stickers from roadway appurtenances and, as a result, a visual improvement throughout the Town was noted.



Sidewalk sweeper/scrubbing machine

The street sweeping program continued unabated with the nightly sweeping of the commercial areas and the daytime sweeping of the residential sections of the community. The commercial areas are swept on average of three times per week, while the residential areas are swept an average of once every three weeks. A new method of curbside leaf collection was placed into operation this year with the acquisition of a 25 cubic yard high capacity vacuum powered leaf collector. This trailered machine substantially increased the productivity of the Division in its annual effort to remove the leaves that fall into the street each fall. This machine reduces the manpower and equipment that would normally accompany this effort and allow those resources to be assigned to other tasks.

In conjunction with a capital appropriation for the reconstruction of Harvard Street, 20 watertight litter containers were acquired to facilitate the replacement of the older open-top containers located in the Coolidge Corner Area. This is a continuation of the Department's program to improve the control of litter in commercial areas as well as other areas of high pedestrian traffic. This effort, along with other cleaning programs, is intended to promote the cleanliness of streets and sidewalks, and contributes to the reduction of non-point sewer pollution that may otherwise be distributed through entry into the Town's storm drainage system.

During the Summer, the play area immediately behind the Devotion School was crack filled and resurfaced with a new layer of bituminous concrete to restore the surface quality and maintain a safe playing environment. The path between the Playground and Devotion Street was resurfaced and the fencing along the perimeter of the ballfield was replaced.

A portion of the tennis court surface at Warren Field was excavated and resurfaced in the Spring to improve drainage, thereby eliminating standing water at one corner of the courts. One-fourth of the courtyard fencing was replaced and new entry gates were fabricated. This is a temporary repair until such time as the funding is available to fully excavate and reconstruct the site.

Sanitation Division

The Sanitation Division is responsible for the collection and disposal of residential and municipal generated solid waste, including recyclable waste products and household hazardous waste. In the Spring, the Division, in association with the Health Department, conducted a search and hired Justin Girard as an Environmental Health Inspector to fill the position authorized by Town Meeting in 1997. Mr. Girard was assigned the arduous task of revising, refining, and combining the various forms of regulations governing the collection, placement and storage of solid waste into one document. Upon completion of the public hearings and the presentation to the Board of Selectmen, the new rules and regulations were adopted jointly by the Department of Public Works and the Department of Public Health. The revised rules and regulations for the storage, placement, collection, and disposal of solid waste became effective July 1, 1998. They were consolidated into booklet form, printed, and mailed to the residents of the Town.

In order to enforce the new regulations, the Division needed to establish new enforcement tools including new-court approved citation and warning control systems. The Public Works and the Public Health Departments' entered into a series of consultations with the Clerk Magistrate of the Brookline District Court, the Office of the Town Counsel, the Building Department, and the Police Department to develop an efficient by-law Enforcement Program. This

effort yielded new municipal by-law ticketing and warning procedures that are now uniform throughout the Town. The new tickets and recording methods have been approved by the civil court system, and may be used by all municipal departments in the enforcement of the Town's By-Laws. It is anticipated that improved enforcement of these revised rules and regulations will help to promote a cleaner and healthier environment for the residents, thereby improve the quality of life in the Town.

Fleet Services Section

The Fleet Services Section of the Highway Division is responsible for the acquisition, inventory, inspection, maintenance, and disposal of all mechanized Public Works equipment, with the exception of that belonging to the Water and Sewer Division. In addition, the Fleet Services Section maintains and inspects all other automotive equipment within the Town except the equipment operated by the Fire Department. In 1998, the section researched and prepared procurement specifications for the acquisition of more than \$700,000 in capital equipment for the Department. Included in these acquisitions were a 41,000 GVW Four Wheel Drive Snow Fighter; a 41,000 GVW Dump Truck with Snow Fighting Equipment (*see photo*); two Sidewalk Sweepers/Scrubbers; three 8800 GVW Pickup Trucks with Plows, two Trailer Mounted Air Compressors, one 15,000 GVW Shop Service Vehicle, one 25 Cubic Yard Vacuum Powered Leaf Collector, and three 56,000 GVW Cab and Chassis' with 31 Cubic Yard Rubbish Packers. In addition, several items of automotive shop equipment, together with several pieces of turf maintenance equipment, were procured.

The section worked in conjunction with the Police Department to research, develop, and install an enhanced visual warning system for their fleet of marked patrol vehicles. The new system employs the application of leading-edge technology in reflective graphics for a passive visual effect, along with the latest in electronic lighting technology, critical to a safe and effective advanced warning system. These enhancements were installed on 10 of the marked patrol vehicles. It is anticipated that this equipment will provide a safer environment for both the law enforcement officer and the motoring public.

Preventative maintenance programs for automotive equipment were further refined and intensified to both preserve the value of the equipment and to ensure the operational efficiency of each unit of mechanized equipment. The training and education of shop personnel remained a priority in 1998, with technicians being sent on a regular basis to training classes at Ford Motor Company schools, as well as to other vendor-sponsored training programs, for both heavy and light equipment maintenance.

Specific stock room and repair order procedures were developed and further refined during the course of 1998, in

anticipation of converting to a fully Automated Fleet Maintenance Program in 1999.

Traffic Systems Section

The Traffic Systems Section is accountable for the maintenance and repair of Traffic related appurtenances along the roadway that include Traffic Signals, town-owned street lights, school zone warning signals, pavement markings, street and regulatory signage, and parking meters.

The Division hired its first Traffic Systems Technician in 1998, to inventory and install the recently acquired parking meters, maintain town-owned street lights, and to oversee the maintenance of traffic signals and school zone warning signals.

The section completed the installation of 1500 electronic parking meters with an additional 900 remaining to be installed in 1999. Priority for installation was given to those areas where the older meters had failed and were no longer functioning. A temporary meter maintenance shop was constructed in a portion of the basement at the old Sewall School on Cypress Street until the permanent shop became available at the new Municipal Service Center late in the year.

The Traffic Systems Section completed the repainting of pavement markings throughout the Town by the mid-Summer. The Division strove to complete the work in a more timely fashion in 1998, by employing contractor services to refinish the centerlines and lane divider markings. The Department is not equipped to perform that category of work efficiently in that it does not possess self-propelled paint application machinery. A reduced Department staff continued the process of painting crosswalks, stop lines, parking stalls, traffic arrows, and other types of pavement markings by means of walk behind paint applicators.

Street lights and traffic signal appurtenances across the Town were sanded and painted by Division personnel in an on-going effort to improve their maintenance and to enhance the quality of their appearance.

Municipal Service Center

In November of 1998, the Division relocated its operation to the new 72,000 square foot Municipal Service Center (*see photo on next page*) located at 870 Hammond Street in Chestnut Hill. The long awaited relocation provides the Department with modern facilities that were designed to provide both safe and functional efficiencies specific to every aspect of the operation.

For months leading up to the move, Division staff researched and prepared specifications for the procurement of equipment to outfit the facility and accelerate the

transitional process. Some of the equipment acquired included: telephone and data systems with wiring; two-way radio transmitter with hardware and network wiring; natural gas-fired pressure washing system; overhead catwalks for the wash bay; paging system and wiring; stockroom shelving and cabinetry; office furniture and filing cabinets; automotive lifts; compressed air lines and fittings; mezzanine storage decks; bulk storage equipment for lubricants; automated fuel management control system; bulk fluid distribution and evacuation hardware; and OSHA and DEP compliant signage and equipment.

The facility's features include:

- An indoor parking garage for the Highway Division's equipment
- An indoor heavy equipment wash bay
- A fully equipped carpentry and sign maintenance shop
- A fully equipped automotive maintenance and repair shop
- Functionally designed office and meeting areas
- Highly efficient radiant floor heating in garages and shop areas
- Stockrooms and tool rooms to better manage inventory control

Efficient material handling equipment in storage areas

A traffic systems maintenance shop for parking meters

Modern voice, data and radio communications equipment

The New Municipal Service Center will afford the opportunity for the Highway and Sanitation Divisions to improve on the level of service to the community in nearly every aspect of its assigned operation.



New Municipal Service Center

Water and Sewer Division

The Water and Sewer Division operates and maintains the Town's water and wastewater utility systems consisting of 355 miles of main piping and appurtenances that provide the entire population with reliable drinking water, for both domestic use and fire protection, and for the collection of sanitary sewage and storm water drainage. The operation of all three systems is done in strict accordance with all federal, state and local laws, ordinances and regulations to promote the health, safety and welfare of the community.

Under the leadership of the Director, the Division's administrative staff efficiently and courteously handle all water and sewer business functions, including payroll, accounts payable, licensing, permitting and customer relations. Over 2,000 requests for information and assistance and nearly 40,000 utility service invoices are processed annually, with over 3,000 billing complaints and inquiries investigated and resolved. In conjunction with the metering section, staff services and maintains 9,416 water meters. During 1998, the administrative staff reviewed and processed 30 applications for Licensed Drainlayers and issued 60 permits for repairs to sewers and drains.

Water Distribution System

Components of the water distribution system include 135

miles of cast iron and ductile iron mains, 2,023 line valves, 1,509 fire hydrants, 9,780 service connections, and storage facilities for nearly 14 million gallons of water. The Division installed, repaired, or replaced 216 service connections, repaired 35 service and main leaks, and repaired or replaced 103 fire hydrants, generating an annual revenue of \$33,003. In addition, the Division conducted 18 fire flow tests and provided 104 temporary hydrant connections yielding \$6,222 in revenue. Emergency response was provided for 531 service requests and 410 complaints were investigated and resolved for water quality, water pressure, and leakage problems. The Division purchased 2,319 million gallons of water from the Massachusetts Water Resources Authority (MWRA), representing a decrease of 7.4% from 1997, with average daily usage of 6.354 million gallons and maximum daily usage of 10.840 million gallons. Retail water sales generated \$7,465,506 in revenue.

The Division's Cross Connection Control Program, established in 1989 pursuant to the Drinking Water Regulations of the Commonwealth of Massachusetts, has inspected all high and moderately high risk facilities throughout the Town and identified 1,692 violations requiring the installation of 806 backflow preventer devices on irrigation systems, fire sprinkler systems, and high hazard plumbing systems. Testing of these devices by Division staff gener-

ated \$47,285 in revenues during 1998. In cooperation with the Building Department, installation of backflow preventer devices in all public buildings was completed.

During 1998, phase three of the 1996 three-year water main rehabilitation project, awarded to W. Walsh Company, continued with final project completion scheduled for June, 1999. Progress this year included the cleaning and lining of 4.45 miles of mains, installation of 3,500 feet of new ductile iron main, and the replacement of 163 line valves and 60 fire hydrants. The final two-year contract will be presented at the 1999 Annual Town Meeting for funding, with construction scheduled to begin in July, 1999.

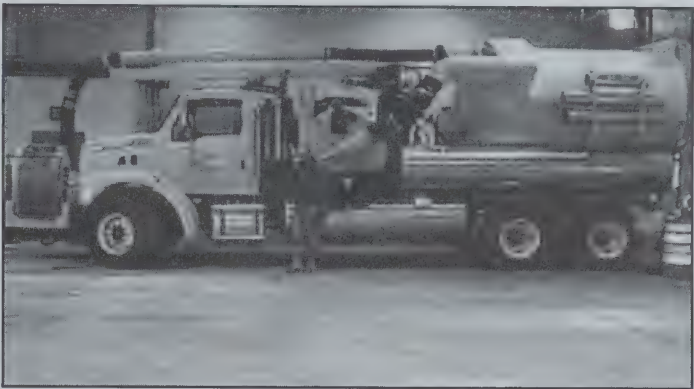
Wastewater Collection Systems

The wastewater collection system is made up of two independent networks. The first consists of 100 miles of separated sanitary sewers and 11 miles of combined sewers that discharge through four sewer districts directly to the MWRA interceptors for treatment at Deer Island. The second system comprises 101 miles of storm drains that collect runoff and roadway drainage from 2,344 catch basins and discharge through 12 drainage districts to the Muddy River, Saw Mill Brook, Stony Brook and the Charles River.

Emergency assistance was provided for 157 requests involving broken, plugged, or backed up sewers and drains as well as the repair of 76 blockages. Structural repairs were made to 78 catch basins and manholes and 2,075 catch basins were cleaned generating 1,446 tons of accumulated sand, sediment, and debris. The Division discharged 4.457 billion gallons of wastewater to the MWRA sewer interceptors, resulting in an average daily flow of 12.21 million gallons. Total operation and maintenance costs for wastewater collection were offset by \$9,250,506 in revenues generated by the sewer use charge, which is assessed based on metered water consumption.

On June 13, 1998, the Town once again experienced a severe storm event that dumped nearly seven inches of intense rainfall over a 32-hour period. While the storm was not of the magnitude of the October, 1996 storm, the

amount of flooding throughout the Town was extensive and occurred in many of the same areas that flooded in 1996.



New Vactor Sewer Cleaning Unit

Substantial completion of the Town's new Wastewater System Master Plan, begun by BETA Engineering in 1996, was reached in 1998, with preparations now underway on the final prioritized recommendation list for presentation to the Board of Selectmen in February, 1999. While the study was in progress during 1998, many emergency improvements to the sewer and storm drain systems were completed by Water & Sewer Division staff in an attempt to minimize the effects of severe storm events. The final recommendations of the Plan will be incorporated into the Capital Improvements Program for FY2000 – FY2006.

As a result of increases in both debt service for water and wastewater projects and MWRA wholesale assessments, the Board of Selectmen increased the retail water rate from \$2.75 to \$2.85 per hundred cubic feet and the sewer use charge from \$3.60 to 3.80 per hundred cubic feet of water consumed. The new rates represent a combined increase of 4.7% and were effective on July 1, 1998.

The Division took delivery of a new Ford/Vactor sewer and drain cleaning truck (see photo) equipped with the latest, state-of-the-art machinery for high pressure jetting and vacuuming of wastewater pipelines. This extremely important unit replaced a 1974 truck, which was retired after over two decades of service.

Park Division

Public Grounds

The DPW Parks Division maintains 485 acres of public open space for both active and passive recreation, comprising 17 parks, 22 playgrounds, land around 12 public buildings, 4 parking areas, and 41 traffic islands.

The Parks Division provides maintenance for and repair of all equipment and fixtures in parks and playgrounds. The Division also maintains playing fields and associated equipment for programs of the Recreation and School Departments.

The Division maintains 21 multi-use playing fields, 22 tot lots, 19 basketball courts, 36 hard surface tennis courts, and one set of five clay courts. In addition, the Division maintains a full sized outdoor skating facility (the Pavilion), at Larz Anderson Park.

Division Director, Paul Willis, continues to serve as a member of the Open Space Task Force that assists in developing recommendations for presentation to the Board of Selectmen.

The Master Plan for the Emerald Necklace, approved in

1990, proposed a multi-phased rehabilitation for the Brookline portion of the historic Olmsted Park System. The FY97 funding was focused on rehabilitation of the Olmsted Park area from Willow Pond Road south to the Town Line. Included were new jogging and bike paths, a handicapped accessible parking lot, and landscape improvements. In FY98, the second phase of the rehabilitation continued, from Willow Pond Road north to the MDC Bridge at Route 9 and Washington Street. The project included removing the old roadway and replacing it with new bike and walking paths. A new parking lot was created across from the Brook House and the Allerton overlook was rebuilt to allow access to this significant Olmsted designed landscape element. The new trees and shrubs were planted, selected from the original lists developed by Olmsted. Plans for the renovation of Riverway Park from River Road to the Boston/Brookline border are now in the planning stages.

The Parks Division worked throughout the year with the Commercial Areas Committee's program on street and sidewalk beautification. The very popular flower barrel program, which started with 150 barrels in 1996, now has more than 250. The Adopt-A-Space program has developed from 12 spaces to 25 and continues to grow. Merchants and citizens appreciate both programs and continue to support them with their time, effort and money.

Jim Casselman, a registered Landscape Architect, joined the Park Division in March, 1998. He brings with him a strong background in design, construction, maintenance and knowledge of public open spaces. He has already completed the revisions to the bulb and flower planting programs.

Turf management continues to be a major program in the division. Dr. William Turello, Director of the Turf Program at the University of Massachusetts, Amherst, and serving as the Town's consultant, made several visits to review local turf maintenance procedures. Both Dr. Turello and Jim Casselman updated the Park Maintenance Manual. The Town Meeting voted an increase of \$50,000 to support this program.



Park Division employee Keith Holbrook applies liquid fertilizer at Larz Anderson Park

The Division held regular educational sessions during the year for all employees. Several staff members attended special classes in open space management and maintenance.

At Larz Anderson Park, the program for removal of invasive vegetation from the lagoon was begun. The vegetation has slowly taken over a significant part of the lagoon and, without control, will fill the lagoon in two-three years. The first phase of the program, the Wetlands Protection Review, is underway.

The rehabilitation of the historic garden area has begun. Included in the project is the replacement of balusters and balustrades surrounding the Pavilion and stabilization of the supporting walls. The work is expected to be completed in late Spring of 1999.

The preparation for the Ryder Cup in September of 1999, is well underway. The areas designated for parking automobiles have been defined. Turf consultant Turello and Arnold Arboretum consultant, Gary Kohler, toured the park. Recommendations were developed to insure the health of existing plant and tree material. Recommendations included a Fall, 1998 deep root fertilization of certain large trees. Division staff completed this project on schedule. Contingency plans for parking in the event of rain have also been put in place, to protect the park.

The existing multi-use field, on Goddard Avenue, will be renovated with funds from the Ryder Cup. The field will receive sod and a new irrigation system will be installed. The field will also be reconfigured to allow for expanded play.

Schick Park, a hilltop park situated on Addington Road, serves the neighborhood with a variety of recreational opportunities. The park, now completely renovated, has new play structures for both tots and older children, as well as an irrigated, grassy playfield, a rebuilt picnic shelter and new trees.

At Cypress Park, through the generosity of two anonymous donors, a new, fully accessible play structure was installed. Meetings were held with representatives of the Brookline Schools and the neighborhood to reach consensus on the exact location for the structure. Plans are now being developed for a new play structure that will accommodate children aged five and older. A renovated spray pool is also planned.

Work has started at Juniper Park on the rehabilitation of the park play structure. A new tire swing was purchased to replace the old one. In addition, several play structure units were purchased to provide handicap access. A new play surface was installed to insure handicapped accessibility and safety while the hill was pruned and invasive trees were removed.



Newly gardened Linden Park

At Walstein Park, a new backstop and team benches were installed. Adjacent to the tennis courts, new fencing was installed. Plans for a phased replacement of fencing along the private parking lot have been reviewed and approved by the abutter. During the Spring and Summer months, the Division assigned a staff person experienced in maintenance to assure that this heavily attended park was in the best possible condition.

At Amory Park old play equipment was removed and replacement equipment ordered and a new wooden fence spanning the length of Amory Street was installed. The clay tennis court system was maintained through out the year by Park Division staff. The comfort station received a fresh coat of paint.

Minot Park Rose Garden was replanted with 50 new hybrid roses of 10 separate varieties. The Friends of Minot Park funded the renovation of the rose arbor installed in the early 1950's. New improved varieties of climbing roses will be planted along the base of the arbor. The Parks Division installed a generous donor's memorial bench.

At Longwood Playground, the old drainage system was repaired to remove standing water from the playfield. In September, a "Work Day", a unique and successful public/private venture, was held at the Longwood playground. The crew of 35 employees worked tirelessly during Saturday, October 17th, picking up litter, painting the tennis boards, and mulching the planting beds. A new handicapped accessible entrance was installed. The area included trees, shrubs, benches, and exposed aggregate concrete paving.

Plans were developed for the replacement of the benches in the tot lot area at Pierce Park, with input from nearby residents. An anonymous donor gave a large crab apple tree "In Memoriam" as a replacement in the tot lot. An old non-functioning play structure was removed and a replacement structure ordered.

At Griggs Park, the Town and the Park & Recreation Commission accepted a generous gift from Mr. Joseph L. Solomon, intended for a memorial to his late and beloved wife. Circular benches and special plantings will be part of

the memorial. The final plans for the general renovations at Griggs were reviewed and approved. Features of the improvements include a new path surface, a revised landscape within the interior of the Park along with new swings, play equipment, and benches.

At Reservoir Park, three new memorial benches were installed. After review by the Friends of Reservoir Park, several trees and shrub beds were installed to replace those that had been removed. Donations for the trees and shrubs were received by the Friends in an on-going effort to continue the beautification of the planting beds and cherry trees ring along the jogging/walking track circling the reservoir.

At Brookline Avenue, a new ballfield has been installed complete with sod, lights, and a new backstop. Play on the field will begin in the Spring of 1999.

Across the Town, planting beds and traffic rotaries are in the design stage to be ready for the Ryder Cup Event.



Park and Recreation Commission Chairman John Bain and Recreation Director Bob Lynch at the newly renovated field at Brookline Avenue

School Grounds

The Town Meeting voted an increase of \$15,000 in landscaping services around school grounds to allow the Division to improve this significant area.

The Baker School Design Review Committee met throughout the year with School Committee members and interested parents and citizens. Plans for the renovation of the school have been finalized. A new tot lot will be constructed adjacent to the kindergarten wing of the school and the playing field will be completely rebuilt with a new irrigation system and under-drainage. A new ramp and stair system has been designed to assure handicapped access and new fencing will also be added, all to begin in 1999.

The Devotion School ballfield renovation plans have been completed. Meetings of the design review team met with parents, teachers, and interested citizens to finalize the design with construction to begin in June 1999. It is expected that with the addition of a new, sodded field and

irrigation system that play will be allowed in early November.

At Runkle School, plans for the new multi-use field were discussed. The plans include an improved playfield with irrigation and new play structures. The renovations are scheduled for 2000.

At Lawrence School Hresko Associates designed a new entrance. Work was started in the early Summer and was completed for school opening in September. The Park Division supplied and installed the benches for the entryway. The Lawrence School project was a joint effort between the Park Division, Highway Division, and the Building Department. To enhance the beauty of the main entrance to the Lawrence School, new trees and shrubs were added.

At Lincoln School, additional plants were added to the front of the school. Included were flowering shrubs that bloom during the school season. The plantings have helped to improve the general appearance of the school grounds, which are seen by thousands of people passing by each day on Boylston Street (Route 9).

Driscoll School improvements included an improved safety fence surrounding the kindergarten area on Bartlett Street.

The Director, Paul Willis, and Landscape Architect, Jim Casselman, met with the interested parents and school-teachers to continue a beautification program started in 1995. Plans are being developed for additional landscaping with an emphasis on low maintenance. The friends group maintained the attractive annual & perennial gardens on the west side of the school during the Summer with the assistance of the Parks Division.

At Heath School, meetings on landscape improvements were held throughout the year. A design was developed for the interior courtyard and the Parks Division installed attractive plant material.

This is a cooperative effort between the Parent/Teachers Organization and the Parks Division. Again, Jim Casselman worked closely with the school. The PTO continued to assist in watering during the hot summer months to assure survival of the shrubs and flowers.

The High School renovations continued during the year. The Parks Division reviewed and approved the extensive landscaping for the front and sides of the school.

All school grounds received special attention during the year. During the Summer, crews weeded, mulched, and added flowers at many locations.

Forestry Division

1998 marked the continuation of a number of programs. About 300 trees were planted with red maple (14%) and linden (10%) being the top two species. Japanese tree lilac, Japanese pagoda tree, Korean mountain ash, ginkgo, and other species were planted as part of the Tree Planting Committee's effort to reduce susceptibility to disease.

The Committee's goal is not only to beautify the Town streetscape, but also to add variety and longevity. This entails substantial effort by Committee members and the Town's consulting Arborist, George Markarian, in marking each location and designating the species. Once planted, tree identification numbers are assigned and added to the Town's Geographic Information System (GIS).

A total of 74 hazardous trees were removed and 87 stumps were removed.

The five-year pruning cycle focused on the following streets:

- Cory
- Adams
- Eller
- Elliot
- Newton
- Chestnut Hill Ave.
- Circuit
- South St. (lower)
- Hyslop

Public hearings, required for all street tree removals not deemed hazardous, were held for Vernon Street, Mason Terrace, Pearl Street, and Clinton Path, where sewers

were being relined. These public hearings, along with other business, were discussed at meetings held approximately monthly between the Committee and Paul Willis. Town Arborist, George Barlow contributed his expertise and knowledge of Brookline's trees to the meetings. In addition, meetings often are held on-site with neighbors providing a public and convenient forum for discussion.

As part of the back-of-sidewalk program, trees were planted on private property on Walnut Street and Washington Street. This program allows trees to be planted, with the owner's agreement, in areas where, because of overhead wiring or inadequate space along the sidewalk, street trees could not normally be planted.

Funding for tree planting consisted of \$100,000 from town funds augmented by \$30,000 from Community Development Block Grant (federal) funds. The maintenance budget remained the same as FY 98 at \$120,695.

Committee member Phil Hresko continued to serve on the Beacon Street Project Advisory Committee while member Corliss Engle served as a representative to the Open Space Task Force.

With the help of Detective Jeff Hutnick, insurance reimbursements, resulting from motor vehicle accidents,

amounted to \$13,992 though June 30. This program was started in 1997 and involves photographic documentation by the Police Department and tree value assessment by the Town Arborist.

The woolly adelgid (*Adelges tsugae*), a parasitic insect that threatens to extinguish the Eastern Hemlocks in Massachusetts, has been observed in Brookline. Trees on public open spaces have been inventoried. The locations include Baker School, Dane Park, Hoar Sanctuary, Anderson Park, Public Works Municipal Center, Putterham Golf Course, Soule Recreation Center, and Walnut Hills Cemetery. Potential actions are being developed to manage this infestation.

Brookline was the recipient of a Tree City USA Award for the eighth consecutive year. Brookline not only received the award, but hosted the event as well. This award from the National Arbor Day Foundation is given to communities that consistently fund tree-planting programs.

At the ceremony, held at the Transportation Museum in Brookline's Larz Anderson Park, Environmental Management Commissioner, Peter C. Webber, noted that it was "a fitting location for an event recognizing efforts to protect community trees, because the tree-lined street is the quintessential symbol of hometown America." Brookline



The town being recognized as a "Tree City USA"

has been recognized by the National Arbor Day Foundation for its work plans and accomplishments, its leadership and commitment of resources, enforcement of state and local tree laws, and its Arbor Day celebration.

Phillip Rodbell, Director of the state's Urban Forestry Program said, "We congratulate Brookline for its dedication of time and resources to planting and protecting public trees that add so much to the quality of life in the community."

The Committee again participated in the Trivia Bowl sponsored by Brookline Access Television, and in the Flag Day Parade.

Cemetery Division

The Trustees of Walnut Hills met regularly throughout the year with Paul Willis. The Trustees were saddened by the loss of chairman Alfred Pallidino who worked tirelessly as chairman. His leadership and attention to cemetery matters will be missed by all.

Discussions were held with computer specialists familiar with cemetery operations and a program was chosen which will be implemented in 1999. The new software and hardware will enable the cemetery personnel to reduce the time required to research deeds, locate burial lots, and improve overall efficiency.

A landscape plan for the entrances of Walnut Hills was finalized. The Highway Division and Water Division patched roadways throughout the cemetery on an as needed basis during the year. The Cemetery Division received a grant from the Department of Environmental Management, Heritage Tree Program, to prune and deep root feed 13 old trees (80 feet tall). Tree Technology & Landscape Company put a tree crew in the old burial ground for a week, resulting in the removal of the deadwood making the trees safer. Special deep root feeding was done to invigorate the historic trees.

The Department of Environmental Management has informed the Cemetery Director that a team of professionals specializing in historic landscapes and the preservation

of monuments will study Walnut Hills and the Old Burial Ground. The team will be visiting Walnut Hills Cemetery and the Old Burying Ground in the Spring of 1999 and a report will be issued that forms the basis for a master plan. It will assist the Trustees in making recommendations for future preservation. The Trustees approved additional funding for the cemetery office to compliment the improvements made in previous years.

As a part of the Division Maintenance Management Plan, a new fertilization, lime and aeration program was instituted. The Forestry Division pruned trees to assure the safety of the public. The control of the insect pest, the Woolly Adelgid, is proving effective: No further outbreaks have occurred, but a twice a year review of the situation is required.

The Trustees continued to review locations for additional burial sites. The new chairman, Abbe Cohen and Paul Willis, met with the chief administrator of the Mt. Auburn Cemetery. A tour of the cemetery revealed new opportunities for burials. The Trustees were given the Mt. Auburn Cemetery Master Plan for review and comment. Trustee Dorothy Baldini faithfully kept the minutes during the year and received the thanks of all Trustees. Ms. Joslin Ham was appointed in August, 1998, and brings her unique experience as a lawyer to the Trustees.

Engineering/Transportation Division

The Department addressed a variety of important projects this past year, including several Pavement Management projects, reconstruction of parks and playgrounds, continued investigation of sewer and drain systems, and the preservation of bridges within the Olmsted Park System.

The town grounds contract was in full swing with Phases 2 and 3 nearing completion at the end of the construction season. Last year, the realignment of Pierce Street near the Pierce School was completed, and that has seen a dramatic increase in operations and safety during the school drop off and pick up times. This past year, the old driveway at the Town Hall entry was removed and replaced by a pedestrian mall, complete with benches and lighting, a resetting of the historic bell from the Old Town Hall and improved landscaping work adjacent to the building. In the Spring of 1999, we expect to see the addition of an exterior handicapped ramp to the Health Center and an interior lift, making the facility fully accessible.

This year, 9.7 miles of roadway were resurfaced as part of the Pavement Management Program on a total of 24 streets. We also worked with the Highway Division to replace over 2,000 square yards of concrete sidewalks, utilizing the Highway Division employees and equipment to remove the existing sidewalk, while a private contractor placed the new concrete. We feel this resulted in a substantial savings in the cost of replacing our sidewalks.

State Chapter 90 funds were used to improve our arterial and collector streets on Newton, St. Paul, Hammond, Park, Lee and Warren Streets. In total, 32 contracts for construction and/or design, were developed, administrated and implemented by the Division.

Schick Park was rebuilt; an underground irrigation system was installed; new play equipment and an enhanced safety surface were provided, along with new sidewalks. Brookline Avenue saw the complete reconstruction of the adjacent fields, including the installation of an irrigation system and a lighted, regulation size softball field, re-oriented to reduce the possibility of errant balls hitting motor vehicles on Brookline Avenue. Griggs Park was competed this Fall and additional work is scheduled for the Spring of 1999, at which time new sitting areas will be provided. With a generous gift from Mr. Joseph Solomon, in loving memory of his wife, quiet sitting areas will be constructed in the park area. Phase II of the Olmsted Park Construction began. The old Riverdale Parkway was removed and replaced with a pedestrian walkway and separate bicycle path. The state DEP also awarded the Town a \$100,000.00 grant to restore the overlook at the foot of Allerton Street, as envisioned by Frederick L. Olmsted.

Harvard Street, a state-aided project with a value of 1.8

million dollars, is near completion. This project saw the addition of 77 new decorative street lights and the construction of widened, brick-edged sidewalks. Also included in the project scope were three new traffic signal installations, new street trees, benches, trash receptacles, bicycle racks and terra-cotta pots for annual plantings. In late Spring of 1999, the final resurfacing effort should be underway between Shailer and Beacon Streets, along with remaining pavement markings.

The GIS System continued to grow and improve. This year we saw the addition of GPS location and identification of all our stop signs and traffic lights with digital photographs of each approach street. In addition, a complete street sign inventory was launched through the GPS data collection effort and is scheduled for completion in 1999.

We have reviewed approximately 31 plot plans for new buildings and 14 utility permits for the installation of underground conduit, cables, and gas mains at a variety of locations. The improved street lighting system, with a coordinated reporting effort to identify and correct malfunctions, was implemented last year. We now have electronic connections with Boston Edison to report and receive responses for scheduling of street light outages. Although further improvement is targeted, this revised system has proven very effective in the reduction of the duration of outages.

The Transportation Board continues to wrestle with the issues of traffic in residential areas. It adopted a Traffic Calming policy and identified three locations for consultants to identify problems and offer solutions to excessive traffic speeds or unsafe conditions. Proposed study locations include Walnut Street, Reservoir Road and Westbourne Terrace. All of these areas are adjacent to elementary schools, a prime concern of the Transportation Board. In addition, the Board directed staff to work with principals of the other schools to identify issues that can be



Transportation Board

solved without the help of outside consultants. The Board continued to develop guidelines for the taxi industry; in fact, it approved an inspection program for the inspection of all taxi vehicles.

The Transportation Board elected Fred Levitan as Chair for the coming year and congratulated Abby Swaine on her appointment by the Board by the Selectmen. Ms. Swaine replaced Sergiu Luchian who resigned this past year. We thank Mr. Luchian for his input and work that he contributed to the Transportation Board. In addition, Linda Dean and William Schwartz were re-appointed for a three-year term.

During the year, we worked with RCN to develop a schedule for the installation of their overhead and underground cable network. Their contractors are installing the overhead system and that has been going on since early Summer. RCN has identified a number of streets that will have underground cable installed and we have been working closely with them to coordinate their work proposed construction schedules of other utility companies.

The major effort of the Director, in the past year, has been

to orchestrate the Transportation Plan for the upcoming Ryder Cup, which will be held at The Country Club between September 21 – 26, 1999. This effort has been made in concert with professional staff of the PGA, The Country Club and consultants hired by the PGA. We have coordinated our construction programs and advised utility companies that we will not allow new construction during that timeframe and within a wide area outside The Country Club.

The Beacon Street Project was presented to the State Highway Department with its 25% package in April. The State has since published their comments, a critical step during the review process, and have identified issues that are still being resolved jointly by our consultants, staff, and the Mass Highway Department. That project is scheduled for Fiscal 2001 and we expect to have plans approved prior to that time. The traffic signal installation for Newton and Grove, another state-aided project with a value of \$520,000 was delayed by the State because of financial considerations. We await the State's approval of that contract and allocation of funds, anticipating a construction start date in Fall of 1999.

Conservation Commission

The Brookline Conservation Commission is responsible for the administration of environmental laws and policies, open space protection and management, water management, preservation of natural features of the environment, and coordination for joint action with many town bodies. The Commission administers and enforces the Massachusetts Wetlands Protection Act through its review of permit applications and issuance of Determinations of Applicability, Orders of Conditions, Certificates of Compliance, and Enforcement Orders. The Commission also administers the Federal Flood Protection Program. It initiates and helps guide studies concerning open space, water quality, flooding, and other aspects of local environmental quality. It prepares and oversees implementation of the Town's Open Space Plan and manages conservation areas owned and conservation restrictions held by the Town. The Commission seeks and administers grants from state agencies and other sources to support the Town's environmental protection efforts and guides many volunteer open space maintenance and improvement activities.

After 20 years as a member of the Commission, 10 of which serving as Chair, Betsy Shure Gross completed her final term in the Fall. Her presence will be sorely missed. She represented the Conservation Commission on the Board of Directors for the Friends of Hall's Pond, the Selectman's Task Force on Open Space, the Ryder Cup Committee, and Chaired the Design Advisory Committee for the Restoration of Hall's Pond. Ms. Gross now serves as Special Assistant for Community Preservation for the

Secretary of the Executive Office of Environmental Affairs (EOEA). One of Ms. Gross's first projects for the Secretary of Environmental Affairs is as his "point person" for the Restoration of the Muddy River and the Emerald Necklace, as well as other community preservation projects and programs across the Commonwealth.



Honoring Betsy Shure Gross' 20 years of service to the Conservation Commission.

The Commission celebrated her service to the Town at a ceremony before the Board of Selectmen on December 8, 1998. Environmental leaders from both the public and private sectors attended and spoke of her many accomplishments. Among the presenters were Rolf Diamont, Superintendent-Frederick Law Olmsted National Historic Site; Arleyn Levee, Co-Chair-National Association for Olmsted Parks; Justine Liff, Commissioner-Boston Parks and Recreation; Robert Durand, Secretary of EOEA;

William Galvin, Secretary of the Commonwealth, Chair-Massachusetts Historic Commission; Julian O'Brien, Director of Planning, Metropolitan District Commission; Jody Dow, Vice-Chairman-Northeast Region Republican National Committee, Republican National Committeewoman of Massachusetts; then-State Senator Lois Pines, Chair-Joint Committee on Natural Resources; Ronny Sydney, State Representative, Former Chair, Brookline Board of Selectmen.



Conservation Commission

The Commission elected Stephen Burrington, General Counsel for the Conservation Law Foundation, as the new Chair and Joanna Wexler became Vice Chair. The new opening on the Commission was filled by Kate Bowditch. At Town Hall, Erin Chute took the helm as Conservation Administrator, bringing with her several years of experience managing environmental compliance activity for Sun Microsystems's East Coast facilities, as well as a Master's Degree in Environmental Engineering from Tufts University. Ms. Chute succeeds Kimberly Noake MacPhee, who resigned as Conservation Administrator during the Summer. Ms. Chute was joined on the Commission staff by Isabel Simoes, who obtained a Bachelor of Science Degree in Environmental Science from the University of Massachusetts at Boston. She comes to Town Hall from a year-long internship at the Massachusetts Water Resources Authority. Ms. Simoes succeeds Rebecca Tonkinson, who left to pursue a career in elementary education after ably managing the Commission office for three years.

Environmental Protection, Wetlands, and Floodplains

Muddy River Restoration Project

After years of study and debate involving a multitude of citizens groups and public agencies, the Town began to make progress toward resolving the severe problems plaguing the Muddy River and adjacent areas in Boston and Brookline. Water quality in the river is poor, primarily due to badly contaminated stormwater runoff from Boston, Brookline, and Newton. Dense, eight-foot high phragmites, an exotic reed, have overtaken large areas of the river and its banks, obliterating views of the Frederick Law

Olmsted landscape and exacerbating the river's other problems. In addition, less than two years after flooding from the Muddy River caused extensive damage to homes, institutions, and public transit facilities in October, 1996, yet another "hundred year storm" occurred, causing major flooding and property damage in June, 1998.

With the active participation of the Conservation Commission, Department of Public Works, and Board of Selectmen, plans to dredge the accumulation of sediment that clogs the river and implement stormwater controls began in late 1998. Early in 1999, the Town will join the City of Boston, under the Massachusetts Environmental Policy Act, to jointly review a plan for cleaning up the Muddy River and restoring the Emerald Necklace. Other partners in this effort include the Massachusetts Executive Office of Environmental Affairs, the Emerald Necklace Conservancy, federal agencies, and citizen groups.

Stormwater Management

This year, progress toward the restoration of the Muddy River was aided by the Town's efforts to improve its management of stormwater runoff. Since the 1970's, with the gradual reduction of industrial pollution and sewage, more land has been paved for roadways and parking lots, and motor vehicle usage has more than doubled. Consequently, in places such as Brookline, the primary source of pollution in rivers, streams, lakes, and ponds is now stormwater that is contaminated with oil, grease, copper and other metals, chemicals in antifreeze and coolant, and sand and road salt. Federal and state environmental agencies are stepping up efforts to reduce this impact. In our area, the U.S Environmental Protection Agency (EPA) is coordinating a regional effort to restore the lower Charles River by 2005 to a condition acceptable for fishing and swimming.

During 1998, the Town continued to implement a Memorandum of Agreement entered into with EPA by working to improve stormwater quality. The Department of Public Works is preparing a stormwater management plan, and the Commission will be working closely with DPW as it completes the plan and seeks to further reduce pollution in the Muddy River, the Charles River, and Hall's Pond Sanctuary. The Commission continued its work with the Friends of Hall's Pond and the Friends of the Muddy River to educate the public about stormwater pollution and the private activities that contribute to it, such as poor motor vehicle maintenance and improper disposal of oil, pesticides, paint, or other materials.

Wetlands Protection Act Enforcement

With the area economy remaining strong and real estate values soaring, 1998 saw a sharp increase in the number of filings by individuals and developers planning to build homes in areas covered by the Wetlands Protection Act.

Several public and private institutional activities subject to the Act also contributed to the volume. Regrettably, 1998 also saw an increase in the number of violations, in some cases by individuals violating Orders of Condition issued under the Act, and in others by those undertaking activities in protected areas without prior notification or approval. In most cases, violations were addressed amicably and expeditiously after being brought to the Commission's attention. Since Brookline has not adopted a municipal wetlands by-law under the Wetlands Protection Act, the protections afforded the Town's wetlands are the minimum ones specified in the Act and the Commission cannot impose fines on violators.

Many of the activities reviewed by the Commission under the Wetlands Protection Act took place immediately on or adjacent to important open space resources, including Allandale Farm, Hall's Pond Sanctuary, D. Blakely Hoar Sanctuary, Lost Pond Sanctuary, and Putterham Meadows Golf Course. In most cases, the Commission was able to ensure that the activity in question had a net positive impact on wetlands and open space. The Commission will continue its oversight of some of these cases in the year to come.

Sanctuary Management

The Conservation Commission is responsible for the management of 56 acres of conservation land at the Hall's Pond, Amory Woods, D. Blakely Hoar, and Lost Pond Sanctuaries.

Hall's Pond Sanctuary

Among the properties managed by the Commission are the Hall's Pond and Amory Woods Sanctuaries. The two properties are located in the same area and are separated by Amory Playground, a property under the jurisdiction of the Parks and Recreation Commission. Hall's Pond was the first conservation land purchased by the Town of Brookline. One year after its purchase in 1975, the Friends of Hall's Pond was formed to support the Brookline Conservation Commission in managing the Sanctuary by supplying volunteers, conducting programs, and raising funds.

Under the leadership of Commissioner Barbara Mackey, the Commission continues its major effort to restore water quality and vegetation at Hall's Pond Sanctuary. The 3.5 acre Sanctuary contains a pond connected to a 170-acre storm drainage system, wetlands, an upland area, and a former formal garden. It will be joined to Amory Woods Sanctuary, enlarging the habitat for birds, amphibians, dragonflies, and the like in a heavily urban part of town. The restoration project will result in improved water quality in the pond, a new marsh, a restored wooded wetland, and a revegetated upland. This conservation land will continue to be a retreat for urban dwellers and will contain at least

five small habitats for the public to observe, learn from, and enjoy.

After completing a master plan in 1996, the Town engaged the landscape architecture firm of Brown and Rowe with environmental scientists from ENSR. Construction documents have been developed in 1998 and construction will start in the Summer of 1999. In May, Town Meeting unanimously approved \$235,000 in funds for Phase I of the restoration: pond dredging and the restoration of adjacent wetlands. The project is being carried out under the direction of the Commission and Public Works Commissioner, A. Thomas DeMaio. The Commission has been awarded a grant of \$100,000 from the Historic Landscape Preservation Program in the Office of Historic Resources, Massachusetts Department of Environmental Management, under its historic landscapes program for the restoration work at Hall's Pond.

Phase I construction will consist of removing approximately 18" of pond sediment, which has accumulated through the storm drain system, decaying leaves, and field and tennis-court runoff. The result will be a more hospitable environment for a greater variety of pond life, including fish, frogs, turtles, plants, and wading birds. Currently, the only fish that flourish are carp, an indication of degraded conditions.

A marsh will be constructed at the western edge of the pond and in the wet area between Hall's Pond and Amory Woods Sanctuary. This will involve excavation and the removal of several trees, although an effort will be made to save as many of the mature trees as possible. The outlet drain that leads to Amory Street and the Charles River will be relocated closer to Amory Woods to allow pond water to move through the marsh and help maintain a healthy system. When the marsh is completed, it will contain a boardwalk, linking the two sanctuaries, which will be fenced as one. The final aspect of Phase I is a small wooded wetland to be restored on the southeastern edge of the pond. The habitat will resemble that which long ago covered the entire bowl of today's Amory field and sanctuaries. Small trees will be planted and a boardwalk built through the wetland.

The Friends group continues its active leadership in the restoration project. In the Fall, a cooperative effort between the Town and the Friends of Hall's Pond was launched when a small group of volunteers began the prickly task of removing the highly invasive multiflora rose from the Albrecht Garden in Hall's Pond Sanctuary. This crew will also start a "wildflower corner", to be planted in the Spring by volunteers trained and supervised by the Town.

Lost Pond Conservation Area

The Lost Pond Sanctuary is part of a larger complex composed of approximately 130 acres of conservation land that includes the Metropolitan District Commission's Lost Pond Reservation and the City of Newton's Kennard Park and Conservation Area. As an outgrowth of discussions between the Commission and the Friends of Lost Pond, assisted by Associate Commissioner Marian Lazar, this sanctuary has recently benefited from improved maintenance. Since the pond area adjoins the Town landfill and will be affected by its closure and re-use, the Commission is reviewing closure plans. The Department of Public Works has marked the boundary between the sanctuary and other protected natural areas and the landfill property. The Commission's objectives for the Lost Pond Sanctuary include completion of a natural resource inventory and improvements in signage.

D. Blakely Hoar Sanctuary

In March, the Commission approved a plan by Brookline Cub Scout Troop 911 to establish a wood chip path through the hemlock grove within the D. Blakely Hoar Sanctuary to protect tree roots from foot traffic damage. Progress was made on this project with the assistance of DPW employees who manned a wood chipper to turn some tree debris in the sanctuary into mulch for the path. Subsequently in May, the Friends of D. Blakely Hoar Sanctuary and the Conservation Commission sponsored a Spring Clean-up Day for the Sanctuary.

The hemlocks in the grove and throughout the Sanctuary continue to be monitored by the Forestry Department for the spread of the Woolly Adelgid, an insect pest that threatens the life of these trees. A town-wide policy for dealing with the Adelgid is being formulated and a management plan for the hemlocks in the Hoar Sanctuary should be implemented soon thereafter.

In December, work commenced to replace a portion of the boardwalk in the Sanctuary. The Commission consulted with the Friends group to determine the location of the approximately 180 linear feet of new boardwalk. It will include, for the first time, an observation area within the wetlands to facilitate use for group education. The decking for the new boardwalk is made of 100% recycled plastic, obtained through a state grant program.

Joint Action Projects

Selectmen's Task Force on Open Space

Deliberations for the Selectmen's Task Force on Open Space occupied the Commission throughout the year. The Conservation Administrator and Chair, Betsy Shure Gross, participated in the Public Process Sub-committee and the Chair and Commissioner Wexler served on the Sub-com-

mittee for Conservation and Open Space. In addition to members of the public, representatives from Park and Recreation, Advisory Board, School Committee, and Department of Public Works worked together to create a substantive vision for Brookline's open space future. By year's end, each sub-committee had submitted a full report and a summary report, and Selectwoman Donna Kalikow, Co-Chair of the Task Force, was finalizing an Executive Summary prior to public presentation of the Task Force findings.

Open Space Plan 2000

The Commission began planning for the creation of an update of the 1994 Open Space Plan (OSP). Designated members from the Conservation Commission are Commissioners Elissa Tonkin, Schnoor, and Wexler. The full OSP committee is drawn from members of the following Boards and Commissions: Transportation Board, Preservation Commission, Tree Planting Committee, School Committee, Planning Board, Park and Recreation Commission, Economic Development Advisory Board, Commission for the Disabled, Council on Aging, Advisory Board, citizen members, and institutional representatives.

An OSP Executive Committee has been created, charged with overseeing the process of community outreach, environmental assessment, neighborhood planning, and preparation of the final plan. This Committee consists of Commissioners Tonkin and Schnoor, Conservation Administrator Erin Chute, Conservation Assistant Isabel Simoes, and three Co-Chairs: Selectman Donald Weitzman, Jay Veevers, representing the Executive Board of BGSA, and Commissioner Wexler.

Traffic Calming and Community Streets

The Commission continues to look for opportunities to enhance open space by working with advocates for better streets. When streets are dominated by cars, streetscapes are sometimes neglected. Simple traffic calming measures can often make these public spaces more attractive and safer for pedestrians and cyclists. Under the leadership of Werner Lohe, the Salisbury Road-Corey Farm Neighborhood Association encouraged the Town to construct a traffic circle on Williston Road. The circle was completed in May, creating some 2,000 square feet of landscaped open space. In the Fall, a similar effort began a few blocks away in the Driscoll School area. Commissioner Bowditch is one of the organizers of a neighborhood group that is working with the Transportation Board to make improvements on High and Walnut Streets, including the area near the Lincoln School.

Commissioner Lohe met several times with residents of Toxteth Street near the Lawrence School to look into the feasibility of an even more dramatic open space modification—a community street. Community streets are designed

to create a courtyard-like space shared equally between motor vehicles and other users. The same community street concept may have potential for serving the needs of residents, business, and the farmer's market if plans to develop a hotel on Webster Street move forward. To that end, in December, the Commission also began discussions with the groups charged with investigating development on Webster Street.

Webster Street Development Project

The Commission supported the Town's inquiry into the development of a hotel on the Webster Street parking lot, on the grounds that such a development could potentially mean an improved streetscape, minimal reliance on automobile access, a stronger farmers market, and increased revenues for open space protection and other town needs.

Longyear Development

After two years of negotiations between the Commission and Cortland Properties, the developer of the Longyear Estate on Fisher Hill, a Conservation and Preservation Restriction for the property was signed by the Conservation Commission, Preservation Commission, Cortland Properties, and the Board of Selectmen and was forwarded to the appropriate state officials for their approval. The Longyear Estate is an eight-acre parcel with a turn-of-the-century Romanesque Revival mansion and landscaped grounds. The mansion and a portion of the grounds are being re-developed as condominiums. The restriction protects the facade of the mansion and most of the grounds and ensures that six of the eight acres on the property will remain as open space. Commissioners Mackey and Wexler met with the project's landscape architect at the site to approve the proposed plant species.

Emerald Necklace Conservancy

Founded in 1996 under the auspices of the Boston Greenspace Alliance, the Emerald Necklace Conservancy (ENC) became a separate, non-profit public/private partnership in late 1997. As Brookline's representative, former Chair Betsy Shure Gross helped launch this important stewardship body. It brings together community, business, government, and institutional representatives to work for the restoration and long-term preservation of the 1,100 acres of green space, stretching from Franklin Park to the Back Bay Fens- created and designed by Frederick Law Olmsted. In 1998, a phased Forestry Project Plan was implemented, creating a vegetation inventory database in both plan and Geographic Information System software that will eventually be extended to all Emerald Necklace parks. The general work program of ENC included support of public sector initiatives to restore and maintain the Emerald Necklace, implementation of public education programs, advocacy initiatives, and coalition-building efforts.

Environmental Education

Classrooms Open Again at Hall's Pond Sanctuary

For the second year, Brookline schools extended their classrooms into Hall's Pond Sanctuary, thanks in part to the Friends of Hall's Pond, which started a program in 1997 to provide buses to transport classes to the sanctuary. Elementary Science Coordinator, Chris Whitbeck, brought approximately 50 teachers to Hall's Pond to introduce learning activities using the pond and the wildlife sanctuary. Children's drawings, paintings, and poetry inspired by these visits to the pond were exhibited throughout the month of April in the Visions of Green Community mixed media art exhibition. In acknowledgement of their successful efforts to create a place-based environmental learning experience, the Commission presented Environmentalist of the Year Awards to teachers Eris Doorneweerd and Oakley Hoerth and their classes. The awards ceremony was held in May at the Board of Selectmen meeting and was aired on Brookline Cable TV.



Environmental Education at Hall's Pond

Visions of Green Community

There was a marked increase in both the number of events and public participation during the second year of Visions of Green Community (VGC), a multi-media Environmental Festival and Celebration, sponsored by the Brookline GreenSpace Alliance (BGSA) and Coolidge Corner Theatre Foundation, with the support of the Conservation and Preservation Commissions and Brookline Public Schools. Throughout the month of April, the 2nd Annual Mixed Media Exhibition, a mixture of paintings, poetry, drawings, poems, and photographs by children and adults "Celebrating the Natural Beauty of Brookline," was shown at Pine Manor College as well as at the Main and Coolidge Corner branches of the Brookline Public Library. During the same month, VGC again partnered with the New England Aquarium to present the "World of Water Film Festival," which premiered at the Coolidge Corner Theatre.

Working with children from the Extended Day program at Pierce School, VGC sponsored the decoration of the Route 9/Hearthstone Plaza pedestrian bridge. In early May, chil-

dren from the Devotion School presented highlights from their production of "Peter Pan" in the outdoor stage area behind Pierce school, after which both audience and children crossed the pedestrian bridge and joined a celebration at the Brookline Music School. In October, as part of the BGSA "Beacon Street Bash," Commissioner Wexler conducted a tour of Cottage Farm, "The Fruits of Visionary Planning." Work is currently under progress for a third year of collaboration with local schools, colleges, the library, and the New England Aquarium.

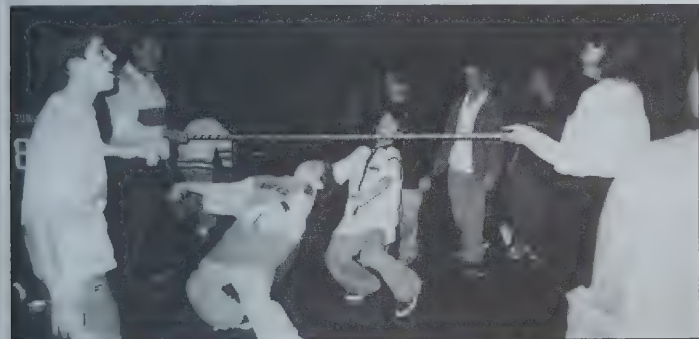
Baker School Project at D. Blakely Hoar Sanctuary

In the Spring, Commissioner Roberta Schnoor initiated discussions with the Baker School concerning school use of the Sanctuary for a variety of teaching purposes. The overlook site planned for the new sanctuary boardwalk will facilitate student observation of this fragile environment. The Commission continues to support and promote the educational use of all town sanctuaries and encourages public participation in furthering such projects.

RECREATION DEPARTMENT

The Park and Recreation Commission consists of seven residents appointed by the Board of Selectmen. The Commission is a policy-making board responsible to the Town for providing year-round high quality indoor and outdoor recreation activities for children and adults. The goals of the Commission are to deliver programs that are culturally, socially, mentally, and physically based and are presented at well-maintained parks and facilities. Safety and quality are paramount. The Selectmen, Parks and Recreation Commission, and Recreation staff are especially indebted to the numerous volunteers and citizen groups who contribute their time, energy, and resources toward the improvement of town facilities, parks, and recreation programs.

The R.A.F.T. (Recreation Activities for Teens) program, created in 1992 in response to the findings of the Town's Youth Steering Committee, continues to expand. Over 740 teens have joined R.A.F.T. The R.A.F.T. Teen Dances continue to be very successful and have proven to be a tremendous social gathering for Brookline's 6th, 7th, and 8th grade students. The 6th grade students now have their own dances, separate from the 7th and 8th grade students. Also, R.A.F.T. summer and winter trips continue to be a very popular activity.



R.A.F.T. Teen Dance

Programs for senior citizens and membership in the Brookline Golden Age Club also continue to expand. The ever-popular Spring, Summer, and Fall day trips to destinations such as the North Shore Music Theatre, Foliage Trips, Foxwoods Casino, Martha's Vineyard, and a Day at the Races continue to be filled to capacity.

The pool staff continues to make adjustments throughout the year to meet the needs of the Brookline Community. New program offerings include the 100-mile club, Aqua Jogging Classes, advanced stroke clinic, and Aqua Babies II. As a result of working in conjunction with the Building Department, the pool now has a new filtration system, new handrails, re-grouted decks and pool surfaces, and a new heating system for the training pool which has allowed the Town to rent the pool to organizations who offer physical therapy and therapeutic recreation classes. The pool staff

continues to attend monthly in-training courses and four members of the staff are now Certified Pool Operators.

The Recreation's Swim Team, 240 strong, continues to be a leader in the Winter Suburban Swim League. Thank you to our swim team members and our swim team volunteers for purchasing three more pieces to the Colorado Swim Timing System. Now in place at the pool is the new "Swim Shop" which sells goggles, aqua belts, swim caps, and other swim-related items. This new addition will hopefully assist us in meeting the needs of our many patrons. Stop by the Brookline Swimming Pool, site of the first public indoor pool in the United States of America, and enjoy a safe and clean aquatic facility that offers a diverse modern program.



Recreation Department's Swim Team

Once again, the Brookline Recreation Day Camps had a successful summer program. Children ages four to 13 were delighted with a variety of classes and activities offered during this eight-week camp. A seasonal summer staff of 80 participated in a two-day orientation at Pine Manor College, which included seminar sessions conducted by the Brookline Center focusing on adolescent behavior. More than 50% of the Day Camp staff completed certified courses in CPR and First Aid.



Day camps at the Swan Boats

The C.D.B.G. Youth Employment Program, a federally funded program to provide employment for Brookline resident youth between the ages of 14 to 21, placed numerous youths within various town departments. The Hire One

Program, a partnership between private businesses and the Town to find additional jobs for youths, was also very successful. C.D.B.G. and Hire One are both located in new offices located at 190 Harvard Street. Thank you to the Brookline Housing Authority for assisting us in securing this new location.

Putterham Meadows Golf Course enjoyed another fine year. Renovations were completed on cart paths on the 1st and 12th holes and additional drainage was put in place on the 9th fairway. Through the bidding process, a new maintenance contractor will be caring for the grounds at Putterham and great improvement in the quality of the grounds is expected as a result of improved requirements listed in the specifications. With increased marketing and a larger inventory of available items in the pro shop, the attendance at Putterham continues to increase.

This past year the Park and Recreation Commission instituted the policy of keeping the golf course open all winter, an extremely successful undertaking. The addition of a state-of-the-art computerized customer service station will enhance our ability to serve the citizens of Brookline. The Commission was pleased to sponsor the 5th Annual Youth Sports Organization Golf Tournament as a method of assisting Brookline Volunteer organizations in their annual fund raising efforts. Join us at Putterham Meadows located in the south section of Brookline, adjacent to The Country Club and Pine Manor College.



Putterham Meadows Golf Course, with the new Municipal Service center in the background

Many programs are operated at the Main Gym Facility, which has been renovated during the past year and has a bright future. Over 500 children participate in the youth and travel basketball leagues, which are coached by parent volunteers. The program's objective is to offer a recreational basketball league with the emphasis on participation, not winning. The junior wrestling, tap and ballet classes, and indoor tennis round out the main gym programs. In the Fall of 1999, a new Fitness Center will be opened, something we are very excited about, as the Town's citizens and school's athletes will benefit greatly.

Although space prohibits listing each program and accomplishment, this report should mention the following essen-



Haunted House Cookie Decorating

tial offerings and significant accomplishments:

- Instituted the "Benefits are Endless" program in conjunction with the National Recreation and Park Association.
- Increased attendance at the Larz Anderson skating rink by initiating new programs such as the Department's "After School Enrichment" program and by attracting more elementary school children.
- Participated in National Night Out, Haunted House, We Care Day, First Light Night, Flag Day Celebration, and April Vacation Carnival.
- Assisted numerous agencies with their transportation needs including the Council on Aging, Police Academy, B.H.S. Athletics, Housing Authority, School/Community Partnership, and Brookline High School Freshman Campus.
- Completed design review panels for the Runkle School Playground, Cypress Playground, Olmsted Park, and Devotion School Playground.
- Put in place cooperative agreements for field use with Beaver Country Day School, Park School, Hellenic College, and Pine Manor College.

The Park and Recreation Commission and the Recreation staff look forward to implementing new and exciting programs for 1999. The accomplishments of this past year were the result of the concerted effort of the Board of Selectmen, various commissions and town departments, staff, our large number of volunteers, and our patrons.

The members of the Recreation Department are proud of our varied accomplishments and look forward to working with the Selectmen, boards, commissions, committees, and the general public during the coming year to fulfill the recreational needs of the residents of our community.



Park and Recreation Commission

PUBLIC SCHOOLS

The Students and The Schools

Eight K-8 elementary schools feed into Brookline High School. As of December 31, 1998, there were 5,996 students enrolled in the Brookline Public Schools in grades K-12: 4,270 in the elementary schools and 1,726 at Brookline High School. Over 634 of these students require help with their English, either in the English as a Second Language Program (ESL) or in a Transitional Bilingual Education (TBE) program. These students represent 35 language groups, with Hebrew, Chinese, Japanese, Russian, and Spanish accounting for over 75% of these students. Of the total school-age population, more than 30% of the students are from homes where English is not the first language. The non-white population of the school is 29%: 13% Asian, 11% African American, and 5% Hispanic.



Photo: BPS

The Staff

Brookline employs more than 600 teachers, counselors, and administrators in its schools. The administrative staff includes three Assistant Superintendents, a Director of Personnel, eight elementary Principals, a High School Headmaster and Assistant Headmaster, Curriculum Coordinators, and Supervisors of the Libraries and Adult and Community Education Program. The activities of the professional staff are supported by approximately 200 civil service personnel. Today we teach students with a wider range of needs, yet our students continue to be academically successful: a higher percentage of Brookline High School graduates go on to four-year colleges than 15 years ago; College Board scores have increased over the past five years; and Brookline's scores on state curriculum assessment tests in mathematics, science, social studies, and reading are dramatically higher than the state average and considerably higher than communities similar to Brookline.

Program Highlights

Technology in the Schools

Brookline's Instructional Technology Program continued to

expand this year with the installation of new computer equipment, more access to the Internet, and enhanced efforts to integrate technology into the curriculum throughout the district. The completion of Phases I and II of Brookline High School's renovation brought increased access to a variety of technological resources. Highlights of the renovation included the installation of new humanities and foreign language computer labs, the purchase of curriculum-specific software throughout the school, increased classroom access to the Internet, and a significant upgrade to the library's electronic resources. The High School's Technology Team, comprised of faculty and administrative representatives from nearly every department in the school, continued to meet regularly throughout the year with the goals of developing technology graduation requirements and addressing teacher needs for technology training.

In the K-8 schools, the Classroom of Tomorrow (COT) program expanded to include 20 classrooms in grades 1-6. These classrooms are equipped with four computers, a scanner, printer, an Internet connection, and a variety of educational software. They also have access to digital cameras and projection devices. COT teachers, who participate in special professional development opportunities, continue to be leaders in technology integration, developers of innovative curriculum, and evaluators of subject-specific software. Their influence is often felt throughout their schools as they share their best technological practices with their colleagues. Several COT teachers were asked to present their integrated curriculums at state and regional technology conferences, including November's Superintendents' Technology Leadership Conference.

The Internet found its way into more K-8 classrooms this year with the completion of the wiring of the Pierce School and of grades 4, 5, and 6 at Driscoll and Lawrence. At this time, plans are being developed to network Runkle, Devotion, and the remainder of Driscoll; Baker and Lawrence are scheduled to be fully networked as part of their upcoming renovations. The network provides students with immediate access to the Internet in their classrooms, opening a world of unlimited educational resources to them. With networked classrooms, teachers have easier access to the district's e-mail system, which has become a powerful forum for sharing curricular ideas and classroom practices.

Brookline was fortunate to receive two state Lighthouse grants for technology in the past year. The first Lighthouse grant focused on the integration of technology into the 9th grade physics program and provided laptop computers for each of the physics teachers. As part of the grant, these teachers have been giving monthly workshops to colleagues in neighboring public and independent schools on the use of technology in the physics curriculum. The first

three workshops covered the topics of Kinematics, Dynamics, and Energy, Work, and Power and highlighted the use of electronic probes and monitors in the classroom.

The second Lighthouse grant provided funds to add the K-8 Learning Expectations to the Brookline Public Schools' Web site. When completed at the end of the school year, this enhanced Web site will enable the public to access on-line the curriculum overviews, learning expectations, and materials and resources for every subject in grades K-8.

Another exciting technology project is the Science OnLine (SOL) Project. SOL is an electronic telecommunications project where 5th and 6th grade teachers in Brookline "virtually" meet to communicate with each other about the most effective ways to teach science. The Brookline middle school science teachers are all "subscribed" to a common electronic conference area where, regardless of the time of day or day of the week, they can meet to learn from each other. Elementary Science Curriculum Coordinator, Chris Whitbeck, called the SOL conference (a) "...'think-space' so that when and if you have questions, concerns, ideas, or any thoughts about your students, your teaching, and how your students are learning (or not learning) their science, you can have a discussion with your colleagues." One net-savvy Brookline 6th grade teacher explains: "The network has brought me closer to my colleagues; out of isolation; into contact with people I don't have time to talk to; it allows me to follow up on students and curriculum easily; and in addition to all this, it keeps a record of my business for me....and, it is fun." SOL is moderated by six teacher/facilitators who guide the conversation to address critical issues such as accumulating useful resources, modifying curriculum and classroom experiences, exploring student work, and developing authentic student portfolio assessments. During the course of the project, these six teachers work with a communications specialist to learn how to be skillful on-line facilitators.

SOL responds to the lack of time to meet with colleagues across the system to explore important professional issues in depth. For example, this year the school system embarked on an ambitious three-year science curriculum initiative, "Science In Action", the purpose of which is to expand, enrich, and renew the science programs from K-6. In grades 5 and 6, the new curriculum topics include: Pollution, Optics and Sound, Animal Behavior, Electricity, Physical Water, and Water Ecology. These curriculum units challenge teachers to rethink how they teach science and how they evaluate student scientific understanding and reasoning.

As we head into the new millennium, we will continue to focus on using technology to enhance student learning. We are constantly reviewing new software packages for educational quality and curricular relevancy as well as evaluating technological resources for our special education population. In the coming year, for instance, the Driscoll School will be piloting a speech-recognition soft-

ware package, evaluating its ease of use and applications for special education students. Further teacher training in technology integration will continue to be a focus as we look for new and relevant training models that will inspire our teachers to take full advantage of the district's technological resources.

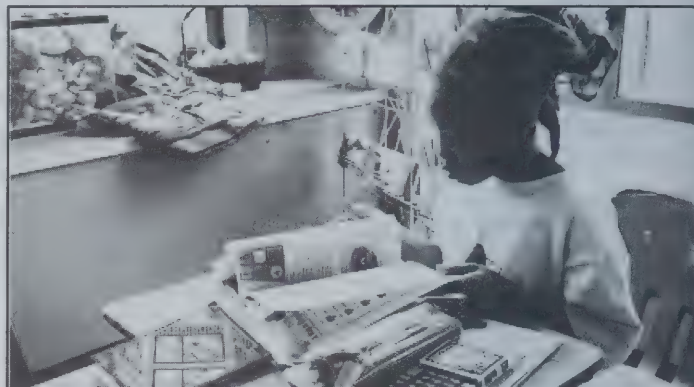


Photo: BPS

Elementary Science

With additional support from the Brookline Foundation, the following science initiatives will strengthen our long term effort to provide high quality elementary science education. These initiatives are designed to further improve teachers' science knowledge base and scientific inquiry pedagogy, develop a core of "Teacher Leaders" in science, and provide a high profile showcase to stimulate interest and excitement around science studies in Brookline.

1. Foundations of Science Seminars -We are giving 5th and 6th grade teachers a solid background of scientific knowledge that can be practically applied to classroom science investigations. We have designed a two part course - Chemistry Behind the Kits and Energy of Sound and Optics. Taught by Carol Murphree, chemistry specialist from the Acton Public Schools, and Tanya Gregoire, former Brookline Science Coordinator, the course will run for six weeks after school sessions in the Spring.

2. Teacher Leader Inquiry Institute - Designated Teacher Leaders will participate in The Exploratorium Institute for Inquiry's two week Summer program in Cambridge, designed to create an intellectual community of practice which affords educators the ability to provide others in their community with a deep and rich experience of how inquiry education looks and feels.

3. BESST Study Group - An integral part of the science initiative has been the formation of a study group for up to 12 elementary teachers. Working in conjunction with the Museum of Science, teachers K - 6 have begun to investigate science and technology in a hands-on manner. Teachers have designed questions about motion, astronomy, weather, and optics and, with science specialists at the Museum, design hands-on experiences that will help them answer their questions.

4. BESST Speakers Series - A fall evening at the Arboretum attracted 12 teachers who discovered much about the "Secret Lives of Twigs." Two follow-up workshops were provided by the Arboretum based on the excitement that teachers expressed. This evening provided teachers with a direct curriculum extension and excited them about science.

5. Brookline Science Festival - On March 20th, Lawrence School will host a town-wide event bringing together experts who are passionate about their field and have something wonderful to share. This promises to excite and motivate students and adults as they work with scientists from BU and become surgeons in a model heart surgery.

The Brookline/China Exchange

As a result of a grant written in collaboration with Primary Source, Boston College, and the Newton Public Schools, the Brookline Public Schools has begun to deepen and expand opportunities for faculty and students to learn about China, its people, its history, and its language. The purpose of the grant, called the China Studies Partnership, is to support graduate level courses for teachers and administrators, support for travel and study in China, and curriculum development. This year, 23 teachers from Brookline are participating in an intensive series of seminars at Boston College. In addition, 10 teachers will have the opportunity to travel for two weeks this Spring or Summer. The China curriculum at grade six is being enriched on a daily basis as are the World History components on China at the High School. Among the most exciting benefits of this grant has been the addition of Mandarin language at grade seven in the Pierce School. The addition of this program enables students to pursue Chinese language study over the six-year period from grades 7-12.

Claire W. Jackson, Assistant Superintendent for Curriculum and Instruction, and Kristin Field, Principal of the Pierce School, each had the opportunity to travel to China as part of the first step of the grant. While in China, Dr. Jackson established the first links for an exchange of teachers and students from the Gao-Xin School in Xi'an, China, and Brookline. Xi'an, located in the Shaan'xi province of central China, is in the heart of ancient Chinese civilization and culture and the home of the world renown Terra Cotta Warriors. The Gao-Xin School, a relatively new institution, has, for each of the three years since it has been open, been the highest performing school in Xi'an. This Fall, in early October, a delegation of six high level Chinese educators visited Brookline for four days. They were so impressed with the schools, the community spirit, and the warm welcome afforded them by the schools, the School Committee, and the Selectmen, that they immediately adopted Brookline as the site for future exchanges of all kinds. The first steps toward establishing this exchange will begin in 1999. We are expecting five students and two teachers to come to Brookline this winter from February until June. The students will study at Brookline High

School and the teachers will work throughout the system to help us enrich our curriculum in Chinese language and history. We have established a Gao-Xin/Brookline Steering Committee comprised of teachers, administrators, and interested citizens who will work together over the next few years to strengthen the bonds between Xi'an and Brookline and to plan all aspects of this exchange as it evolves.

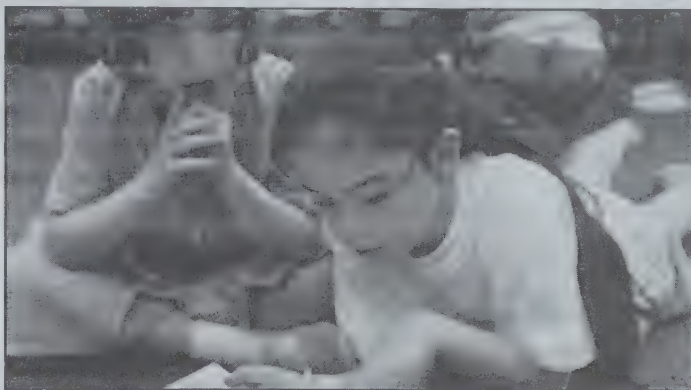


Photo: BPS

Brookline Early Education Collaborative (BEEC)

Recently Brookline has received state funds to strengthen and enhance its early childhood program, the Brookline Early Education Collaborative. The funds have added the following components to our early childhood program:

1. Additional Pre-School Services. BEEC will now offer additional full year, full day/subsidized placements in private centers and family day care homes.
2. Music Literacy. BEEC will also put in place a music component that will serve to enhance and support our ongoing literacy initiative and provide an opportunity for families and teachers in seven additional private non-profit programs to engage in the expansion program. The music component using the Kodaly Approach will include 1) teacher training, 2) workshops for parents, and 3) regular instructional sessions to children
3. The BEEC program will now offer a newsletter that outlines the ways in which parents can provide a quality interactive book experience for their children in their homes. The newsletter includes a listing of recommended literature for young children and extension activities which parents could provide to increase understanding and develop critical and creative thinking skills. A literacy specialist supervises the development and production of the newsletter as well as the distribution throughout the community in early childhood programs.
4. BEEC will provide subsidized memberships to the Child Care Resource and Referral Counseling (CCR&R) for Brookline. In FY97, on a sliding fee schedule, 46 Brookline parents had membership in CCR&R. Yet over 150 Brookline parents contacted CCR&R and requested con-

sultations on child care options, OFC regulations, financial assistance, and/or other child care related topics. Although the membership fees are low, it is clear that many Brookline working and low-income families are unable to purchase CCR&R's Parent InfoLine membership. The additional funds will allow us to provide 150 low income families with fully subsidized memberships to CCR&R.



Brookline School Committee

Adult and Community Education Program

The Brookline Public Schools' Adult and Community Education Program, the largest non-credit public education program in Massachusetts, has expanded the concept of learning throughout the Brookline community and beyond. Offering a curriculum of over 500 courses in addition to special and on-going civic projects during the Fall, Winter, Spring, and Summer, the program has grown to over 17,000 enrollments. The program provides courses for adults, school children, and introductory language training for new residents and older adults. A broad menu of adult courses are offered which reflect community interest in the world, including Chinese, Japanese, Russian, French, Spanish, Arabic, Irish, and Vietnamese language instruction. Students discuss world affairs and global investing and explore the ethnic music, dance, and cooking of many cultures. Courses focusing on philosophical and spiritual awareness and reflection also respond to active community interest. Each term, regular program offerings include humanities, music, dance, exercise, arts, computers, cooking, business, and investment courses for various skill levels. The highly qualified instructors are drawn from Brookline and neighboring towns and include artists, entrepreneurs, skilled craftspeople, and professional educators. Throughout the year, the Brookline Adult and Community Education Program sponsors a number of spe-

cial events such as the Issues in Social Justice Series, Evenings with Distinguished Persons, and the Thursday Evening Lecture Series.

The Brookline Adult and Community Education Program also presents musical events and concerts. In celebration of Black History Month, the 10th Annual Gospel Jubilee, held at the United Parish Church in Brookline, featured four outstanding nationally recognized gospel groups. This year's sold out performance was attended by over 900 people.

On-going co-sponsored courses with various town agencies, such as the Council on Aging, Brookline Community Mental Health, the League of Women Voters, and the Brookline Public Library, continue to be mainstays of the program.

Most recently, BA&CEP has introduced the Medical Careers Courses and Certificate Program, which provides an opportunity for part-time students to learn the skills and experience necessary to pursue careers in the areas of Medical Front Office, Medical Transcription, Medical Coding, and Third Party Billing. Through classroom sessions, students receive the knowledge and hands-on experience necessary to enter these fields.

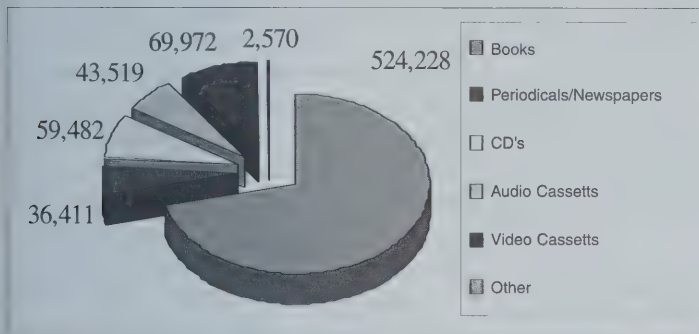
Members of "Telling Your Story: Senior Seminar in Autobiographical Writing", a Brookline Adult and Community Education Program course for older citizens co-sponsored by the Council on Aging, saw the publication of their work in a second volume published by BA&CEP titled "At the Center of a Life, Volume 2". Along with photographs and video tapes, it was presented to the Brookline Public Library for public circulation and viewing. Copies of the book are available from the Brookline Adult and Community Education Program at \$15 each. Proceeds go toward the publishing of further works. Through its proud tradition of public schooling, the "business" of Brookline has always been education. The Brookline Adult and Community Education Program built on this tradition, expanding the concept of community education to serve the many diverse constituencies which make up the Brookline community. Our goal is to continue to bring the community together in its essential work-education for the improvement of the quality of life for all its members.

LIBRARY

GENERAL

1998 was another productive year for the Public Library of Brookline. We circulated 736,182 items, more per capita than any of the 18 other Massachusetts libraries serving between 50,000 and 100,000 people, and the sixth highest total of all libraries in the Commonwealth. More than just books, patrons borrowed:

- 59,482 compact discs
- 43,519 books on tape and audio cassettes
- 71,339 foreign language items
- 68,417 paperbacks
- 179,388 items for children



STAFFING

There were several changes in library staffing during 1998. In August, Jo Ann Wang, a reference librarian for the past three years at the Main Library, left for a new position at the San Jose, California Public Library. In December, Karen O'Donnell-Leach resigned as Putterham Branch Librarian to spend more time with her young family in Vermont. Both of these hard working and dedicated professionals will be missed. In October, Benjamin Steinberg, a graduate of Amherst who received his master's degree from Simmons, joined the reference staff. He previously worked at the Cambridge Public Library, National Yiddish Book Center, and Wordsworth Books. The search for a branch librarian was still in progress when the year ended.

The library staff consists of 41 full-time and more than 40 part-time employees. Full-time staff work 37 hours per week, including evening, Saturday, and Sunday hours. Their educational backgrounds range from English and mathematics to music and computer science. Each day their expertise is tested by the interests and imaginations of a very demanding and a very loyal clientele. Each year we invest significant time and a small amount of money to make sure that the staff is well prepared to meet the growing needs of our patrons. These efforts will continue in 1999.

SERVICE

In July, the library completed its first full year as a member

of the Minuteman Library Network. The consortia has grown to include 37 libraries. Last year's report focused on the growing number of electronic databases that Brookline was able to make available through our membership. This list has grown and, with the completion of a telecommunications upgrade, we are now able to access these databases, as well as all the resources of the Internet, over high speed, T1 data lines. During the Summer, graphical access to the Internet was made available at all libraries. By December, almost 800 patrons per month were signing up to use one of the four workstations available at the Main Library. Additional workstations will be added at all three libraries in 1999. Residents are reminded that many of these databases can be accessed by computer from your home or office at www.mln.lib.ma.us.

In 1998, library staff provided more than 100 training sessions for the public in the use of the Internet and other electronic information sources. We also continued to provide library materials to the homebound through the Library Connection. This volunteer effort was formed in 1996 and is coordinated by Vivian Freeman from the Council on Aging and Roberta Blumenthal and Monique Zenner from the library. The Blossom Fund and the Friends of the Brookline Library combined to sponsor a series of 15 very popular summer programs for young children and their families. The Brookline Library Music Association celebrated its 47th year by sponsoring six concerts with an average of 65 attendees.



With help from the Brookline Library, Michael Dewberry received an "A" for his project on Frederick Law Olmsted.

RENOVATION PLANS

Library supporters all over the state were disappointed when then-Acting Governor Cellucci vetoed half of the Legislature's allocation for public library construction projects just before the primary election. Since then, the Governor has indicated that he will sponsor a bill to provide additional funds in 1999. The Board of Library Commissioners has voted to award Brookline \$3.4 of the \$11.2 million needed to fully restore the Main Library, once these funds are appropriated. As 1999 begins, Brookline is number 13 on a list of 22 libraries awaiting the appropri-

ation. In order to assist the Town in funding its share of the project, the Trustees have helped form the Brookline Library Foundation, Inc., an independent non-profit 501(c)3 corporation that will spearhead a major private fund raising effort to support the restoration.

In January, 350 citizens attended a *Winter Gala*, the first major fund raising event in the library's history. The response received from those in attendance was very positive, and a second event will be held in January 1999. The firm of Hill Holliday, Connors, Cosmopolis, Inc. has donated a significant amount of time and money to develop a public awareness campaign which will begin in early 1999. Private giving to the Public Library of Brookline started in 1871, just 14 years after the library's founding with a gift from John L. Gardner. Since then, a total of 39 named funds have been established. Many of the public libraries in Massachusetts are named after business and philanthropic leaders from the last century. Like so many other public library projects currently underway in the Commonwealth, we believe that private giving will play a significant role in the completion of this important effort.



Ellsworth Rosen, Irene and Ronald Probstein enjoy the Winter Gala

FRIENDS

The Friends had another very productive year in support of library operations. Their annual book sale in October continued to grow in popularity in this its 24th year. In addition to the children's programs cited above, this year the Friends provided assistance for the development of a Web page for the library.

FACILITIES

In 1998, we saw a number of improvements to library facilities. During the Summer, the 30 year-old carpet at the



Flooding forced the replacement of carpet in the Children's Room

Coolidge Corner Branch was replaced as part of the Town's on-going Capital Improvements Plan(CIP). The CIP also provided funds to rebuild the circular driveway in front of the Main Library. Unfortunately, heavy rains in June resulted in the Main Library Children's Room being flooded. The carpet in this area was damaged beyond repair and had to be replaced by the Building Department. We had hoped to delay this replacement until the major renovation was completed.

CONCLUSION

The Trustees and staff greatly appreciate the on-going support shown to the library by the Board of Selectmen, Advisory Committee, Town Meeting, and other municipal departments. Most importantly, however, we want to thank our library patrons, who make their support known each year by their heavy use of the services we provide. We will do all we can in 1999 to continue to provide the best library service possible.



Board of Library Trustees

PLANNING AND DEVELOPMENT

Planning Board and Department

Organization And Function

The Planning Board is a five member citizen committee appointed by the Board of Selectmen to serve in an advisory capacity on town planning and community development issues. Robert DeVries served as Chairman of the Planning Board through September 20th, when his term ended. He then retired from the Board, Jerome Kampler was elected as the new chair, and Linda Hamlin was appointed as a new member. Dixon Bain, Planning Board Clerk, retired from the Planning Board and as a representative to the Housing Advisory Board at the end of December, having served for eight years. Jerome Kampler represented the Board on the Open Space Plan Committee and the Antenna Zoning Subcommittee and also served as Chairman of the Design Advisory Team on the Longyear property. Kenneth Goldstein represented the Board on the Antenna Zoning Subcommittee and served as chair of the Design Advisory Team on the Kendall Crescent project. Mark Zarrillo represented the Board on the Open Space Plan Committee and served as Chair of the Design Guidelines Committee on the Hammond/Heath Street area.

The Planning Department serves as staff to both the Planning Board and the Board of Selectmen. The Department, with six full-time professional planners plus the Housing Rehabilitation Office, is administered by Planning Director Jay Woodward, who is appointed annually by the Board of Selectmen. Clerical support is provided by Senior Secretary Linda Hickey and CD/Rehab Secretary Derick Yung.

Jay Woodward continued as Brookline's representative on the Metropolitan Area Planning Council (MAPC), serving on the Council's Executive Committee. He also represented the Town at numerous Urban Ring Compact meetings, along with representatives of Boston, Cambridge, Somerville, Chelsea, and Everett, to explore the possibility of a cross-town rapid transit system linking the existing radial "T" lines.

Senior Planner Polly Selkoe provided administrative and technical support for the Senior Center Project, the Antenna Zoning Subcommittee, and the Dover Amendment Committee, which is exploring ways for Brookline to have more control over expansion of educational institutions within residential neighborhoods.

Zoning And Development Review

The Planning Board reviewed 77 Board of Appeals cases in 1998, compared to 71 cases in 1997, reflecting an

upward trend in development and small expansions. Of the 77, 25 cases required Community and Environmental Impact and Design Review. Design review of signs, awnings, and facades stabilized at 90, bringing the total 1998 caseload to 167. Senior Planners Polly Selkoe and James White researched the zoning cases, staffed the design advisory teams, guided the applicants/developers through the planning and Board of Appeals process, and represented the Planning Board at the Board of Appeals hearings. Senior Planner Ty Zeigler prepared the facade and sign design review reports and presented them to the Planning Board. Planner James White retired September 30th after 28 years in the Planning Department. His position was filled through a one-year appointment of Jennifer Lutke, who had worked in the private sector for over four years as a professional planner and preservationist.

Some of the larger projects the Planning Board reviewed and prepared comprehensive advisory reports on for the Board of Appeals included: a proposal for new parking lots for Stop and Shop at 149-155 Harvard Street and for the restaurant; retail building at 1634-1644 Beacon Street (corner of Washington Street); and new apartment buildings at 108 Harvard Street (eight units), 11 Longwood Avenue (nine units), 30 Cameron Street (seven units), and 10 Waldo Street (15 townhouses).

A Design Advisory Team was formed to assist the Planning Board in its review of the Kendall Crescent proposal at the former Town Garage and a Design Guidelines Committee formulated guidelines for the Hammond/Heath Street area in Chestnut Hill. The former Design Advisory Team for Walgreen's was commended in the September/October 1998 issue of Historic Preservation: Forum News. This newsletter displayed a photograph of the completed project and praised the Town for requiring this chain drug company to build a pharmacy, which blends harmoniously with the streetscape, and surrounding buildings.

Design review of signs, awnings, and commercial facades is an important responsibility of the Planning Board in preserving the attractiveness of the Town's commercial areas. New signs, facades, and awnings in Coolidge Corner and



Stop and Shop's new parking area

the JFK Crossing Area included Bottega Fiorentina, Champs, and T.J. Maxx. There was also a reconstruction of the first floor of Pelham Hall, including a new restaurant, Fugakyu, and new awnings for the existing businesses.

Improvements in Brookline Village included an appealing facade and sign design for a new branch of Bottega Fiorentina. Improvements in Washington Square included signs for the newly renovated building at 1634 to 1644 Beacon Street. The Five Seasons Restaurant, Carlson Real Estate, Square Variety, Adriene's, and Instant Shoe Repair are all new businesses in this part of Town. The Chestnut Hill area has attractive new signs for Waterhouse Securities and Jacque's Jewelers.



Facade Renovation 1634-44 Beacon Street

The Planning staff has also provided technical advice and worked cooperatively with the Economic Development Officer, the Economic Development Advisory Board (EDAB), and the Housing Development Officer to facilitate current and future development proposals and preserve and produce more affordable housing in the Town.



Facade renovation and new restaurant at Pelham Hall

Zoning Amendments

The Planning Department assisted with the preparation of zoning amendments and reports for the Fall Town Meeting. There were two zoning map changes proposed and passed: one for the Kendall/Cypress area to facilitate both residential and commercial redevelopment of the old Town Garage and Sewall School and the second for the Hammond/Heath Street area for residential use. Additionally, two amendments related to controlling expansion of educational uses in residential districts were proposed. One was approved by Town Meeting and the other was referred back for further study.

Community Development Block Grant Program

The Department of Housing and Urban Development (HUD) continues to move into the technology age. All aspects of reporting and processing of the Consolidated Plan are done by computer. Although this process is not quite "paperless", it does create greater accessibility to information regarding the Town's use of CDBG funds. Community 2020 provides the means for the Town to manage information about proposed projects that best meet the Town's housing and community development needs as identified in the yearly Council for Planning and Renewal's CD Committee needs hearing review. Also incorporated within this software is desktop geographic information, which provides the capacity to visualize a combination of data, whether housing, income, ethnic, or HUD program data. For several years, the Town has successfully submitted its yearly update to the Five-Year Consolidated Plan utilizing this software. Overall management of the grant process is accomplished through the Integrated Disbursement and Information System (IDIS). This continues as HUD's primary tool for grantees to regulate data collection and financial management.

Grant funds appropriated to the Town diminished from the prior fiscal year. With funds lowered to \$1.84 million, the result was fewer projects receiving allocation. Nevertheless, the Town maintained its support for the development of a comprehensive single site Senior Center. The facility will serve the approximately 10,000 seniors that reside within the Town. Other community facility projects that received allocations were the BCMHC Facilities, Handicapped Accessibility/ADA, and two smaller projects. The allocation of funding to all community facilities projects represented 28.7% of the Town's annual grant.

Open space improvements continued, with funding for rehabilitation committed to three eligible CD parks: Brookline Avenue Playground (funding will complete this multi-year project); Boylston Street (park planning); and Olmsted Park (also a multi-year project), where improvements will continue based on the Master Plan for the Emerald Necklace.



Brookline Avenue Playground

Housing Policy Planning

Housing policy planning continues to be a significant activity in the Planning Department, due to increased require-

ments imposed at the federal level related to the policies and procedures used to apply for housing assistance from HUD.

As required by HUD, the Town prepared a one-year action plan outlining its overall plan to provide affordable housing, a suitable living environment, and expanded economic opportunities for low- and moderate-income persons in the Town over the next year. The resources incorporated in this one-year action plan reflected the housing goals and strategies incorporated in the Five-Year Consolidated Plan. They included CDBG and HOME funding, as well as Section 8 Certificates, Section 8 Vouchers, and other state housing subsidies to the Brookline Housing Authority, along with other sources of private funding.

In addition, the Town began the process of gathering information and data required to prepare another Five-Year Consolidated Plan for HUD in the Spring and Summer of 1999.

As part of the preparation of its annual action plan for HUD, the Town identified a segment of its homeless population, specifically young men in their late teens and early twenties, in dire need of housing and life skills training. The Town then joined with the cities of Newton and Watertown to form the BNW Homeless Consortium in order to apply for funding to assist the homeless from the McKinney Homeless Act. While the Consortium applied for funding to provide a range of homeless assistance programs, the Town applied specifically for funding to help homeless young adults. The Town used the consortium to apply for \$256,000 to provide housing and a life skills program run by the Brookline Mental Health Center over the next two years with the assistance of the Brookline Housing Authority. Senior Planner Robert Leigh and CD Administrator Gail Lewis represented the Town on the BNW Homeless Consortium and assisted with the preparation of this application.

Special Counsel Sara Wallace and Mr. Leigh also prepared and received two waivers to HOME Regulations from HUD. The first waiver allowed the Town to change a low-income elderly housing project proposed by a local CDC from a development project to a sponsorship project, allowing the Town to bring in a second CDC with enough additional skills and resources to guarantee the completion of this project. The second waiver allowed the Town to significantly raise the maximum purchase price of housing eligible for the Shared Equity Homebuyer Program funded by the HOME and CDBG programs and administered by the Town's Housing Programs Office.

Mr. Leigh continues to be the staff to the Housing Advisory Board (HAB), the Town's official housing policy board. He assisted in the preparation of the annual report to Town Meeting on the status of affordable housing in the Town and submitted it to the Fall Town Meeting as required by the Town By-Laws.

Housing Programs

The Housing Programs Office (HPO) continued to provide low-cost loans, grants, and rebates to low- and very low-income homebuyers, property owners, and their tenants throughout the Town. Program Coordinator Bruce Genest has managed a wide variety of federal- and state-funded programs to provide financial and technical assistance to eligible applicants. Ray Therrien has continued as the HPO's Rehabilitation Specialist, working directly with applicants and their contractors. Sara Wallace provided legal assistance and guidance with all negotiations, mortgages, liens, and contracts.

The HPO, utilizing the CDBG Revolving Loan Fund, provided financial and technical assistance to complete repairs and substantial improvements in 11 units during 1998, with total public and private investment of more than \$116,000. Also during 1998, the Housing Programs Office closed an additional five loans with property owners whose projects are now under construction and will be completed in early 1999. These five loans total \$253,550 and will assist in the improvement of 21 units of residential housing. As part of our commitment to assist in the purchase of affordable housing for low-income homebuyers, the CDBG Program provided \$116,100 of financial assistance. This aid was provided to six low-income families who purchased affordable condominiums within our community.

Recognizing an ever-changing homebuying environment in Brookline, the HPO, working together with the Planning Director and the Housing Advisory Board, redesigned the popular HOME-funded Down Payment Assistance Program (DPAP) for homebuyers. As a result of our combined efforts, the Shared Appreciation Program for homebuyers was created. The intent of this program is to continue with the Town's commitment to assist low-income homebuyers and at the same time help protect the Town's ability to support future homebuyer programs for low-income families.

The HOME program provided assistance to six families seeking to buy affordable condominiums within Brookline through the newly created Shared Appreciation Program. A total of \$116,355 in loans was utilized to assist these low-income families in purchasing their condominiums. The HOME-funded Shared Appreciation Program leveraged an additional \$522,960 of private financing to make affordable home ownership a dream come true for these families.

In 1998, a total of \$871,415 of private and public monies have been invested within the Town to preserve and make affordable units of rental and owner-occupied housing.

Capital Improvements Program and Technical Services

The Planning Board has continued the Capital Improvement Program (CIP) process, reviewing proposed

capital expenditures of Town departments and evaluating them in terms of priorities, fiscal impact, and relationship to the Comprehensive Plan. The Board has worked closely with the Town Administrator who includes the Capital Improvements Program within his annual Financial Plan. The Capital Needs Assessment of all Town and school buildings, a high priority of the Planning Board, has been completed and will be important in the formulation of the CIP in the future.

The Planning Department provides landscape architectural design and technical services to many town agencies, citizen groups, and individuals. Many of these services were provided at night and early morning meetings by John Furlong, FASLA. John often acts as liaison between neighborhood groups or works directly with DPW, Park and Recreation Commission, School Department, Conservation Commission, and Preservation. John also serves on sub-committees such as town fields, open space, park priorities, historic parks, and selection committees. With in-house design and construction park projects, the landscape architect develops the design by working with all the interested groups, assists the Engineering Department in construction documentation, and observes

the construction process. He is also a participant in grant writing. John was the lead designer or resource expert for design review committees on Brookline Avenue Playground, Schick Park, Larz Anderson Park, Olmsted Park, Griggs Park, Devotion Playground, Baker School Grounds and Playfield, Beacon Street Project, and Walnut Hills Cemetery.



Schick Park

Housing Advisory Board

The Housing Advisory Board (HAB), established by Town Meeting in 1987, serves as the Town's main advocate for the preservation and development of affordable housing in Brookline.

The HAB works with the Board of Selectmen, the Brookline Housing Authority, Brookline's home-based non-profit housing development corporation, and other housing developers to advance the Town's affordable housing goals. These goals were most recently detailed and adopted in 1997 when the HAB prepared and presented a comprehensive Report on Affordable Housing to Town Meeting and the Board of Selectmen.

The HAB reports to each Annual Town Meeting on progress toward these goals, which include:

Preserving the nearly 2,000 units that have been created as affordable under various housing assistance programs over the past 50 years.

Adopting more developer-friendly policies and leveraging available resources to induce the development of at least 15 to 25 additional affordable units annually within the Town.

Increasing the affordable percentage of the Town's total 25,000 housing units from the current 8% to 10%.

Inclusionary Zoning for Affordable Housing

During the past year, the Housing Advisory Board's major attention has been directed at implementing provisions of the Town's Zoning By-Law, known as Inclusionary Zoning. Developers seeking Town approval for a housing development of more than 15 units must present to the HAB a plan for inclusion of 10% to 20% of the total project in a form that will be permanently affordable to owners or renters of low and moderate income. Developers of six to 15 units must contribute cash to an Affordable Housing Trust Fund.

During 1998, the HAB worked with private developers on a variety of affordable housing plans pursuant to inclusionary zoning requirements. Most notable among these have been:

The renovation and marketing (via a Town-sponsored lottery) of an off-site building containing six large affordable units in connection with Cortland Properties' luxury condominium development at the Longyear Estate. Deeds to the affordable units restrict future resale prices.

Approval of a plan by Parencorp for on-site development of five affordable condominium units as part of 35 new housing units to be built on the Kendall Street site of the old Town Garage. Again, long-term affordability is assured by means of recorded deed restrictions.

Negotiation with AvalonBay Communities for a combina-

tion of six on- and off-site affordable rental apartments in conjunction with AvalonBay's renovation of the Longwood Towers, a project which includes the creation of 26 new apartments in former commercial space.



Longyear housing under construction

Housing Programs and Funding Resources

The Housing Advisory Board, on behalf of the Town, oversees the annual program allocation of approximately \$600,000 of discretionary federal housing assistance funds. About one-half of these funds are received via the U.S. Department of Housing and Urban Development's Community Development Block Grant (CDBG) program, with the balance coming from HUD's on-going HOME program.

During 1998, the HAB, after holding the required public hearing, approved the channeling of these federal funds to several on-going programs including:

- A down payment assistance program, in the form of a revolving loan fund, for moderate income purchasers of condominium units in Brookline. Upon future resale, the Town receives a pro rata share of any unit appreciation in value.
- Several low-cost programs to help finance the rehabilitation of small multi-family buildings.
- Funding for the on-going modernization and upgrading of low-income rental units owned by the Brookline Housing Authority.

Financial support for the Brookline Improvement Coalition (BIC), the Town's designated home-based non-profit sponsor of affordable housing.

The BIC has leveraged its HOME funds with other resources to purchase a former rooming house on lower Beacon Street that is now being converted to nine small affordable apartments by the Boston-based Committee to End Elder Homelessness.

New Board Appointees

The seven-member Housing Advisory Board has welcomed this past year five new members who bring impressive experience and credentials that are well-suited to advancing the HAB's mission. The Board's recent additions include:

A former state cabinet member responsible for the Commonwealth's Housing and Community Development programs.

A senior Harvard University administrator responsible for planning and real estate, including the University's numerous housing properties.

The senior partner of a major Boston law firm whose extensive real estate practice includes affordable housing development.

A senior citizen activist, who, over several decades of Brookline residency, has represented many Town, regional, and statewide groups dedicated to senior citizen concerns, including housing.

A member of the Brookline Planning Board who is a Brookline-based attorney with zoning expertise.

Metropolitan Area Planning Council

The Metropolitan Area Planning Council (MAPC) is the regional planning agency representing 101 cities and towns in the metropolitan Boston area. Created by an act of the Legislature in 1963, it serves as a forum for state and local officials and provides technical planning assistance and service delivery to its member communities. MAPC works with cities and towns through eight sub-regional organizations whose members are appointed by chief elected officials and planning boards. The Council provides the sub-regions with financial, planning, and administrative support, and offers technical aid on selected special projects. MAPC is a designated Economic

Development District of the Federal Economic Development Administration and, as one of 14 members of the Metropolitan Planning Organization (MPO), has oversight responsibility for the region's federally funded transportation program.

Brookline is a member of the Inner Core sub-region. Over the past year, this group of planning and community development directors from 23 communities met to hear presentations on mediation techniques for city and town planners, the Urban Ring circumferential transit plan, the North/South Rail Link, the Boston Harbor Islands National

Recreation Area, pedestrian planning, and the South Station air rights development plan. The group also toured the Watertown Arsenal project site, the Boston Redevelopment Authority, and the Minuteman Bike Path.

Additionally, 11 of the Transportation Improvement Program (TIP) projects that were advertised for FY98 were from the Inner Core, including projects in Beverly, Braintree, Brookline, Medford, Newton, Waltham, and five projects in Boston.

On the region-wide scale, the agency is involved with so many programs and issues that it is not possible to mention them all. However, the following list should give some idea of the breadth of activities, responsibilities and challenges the agency has met over the past year. Among the most active initiatives for 1998 were build-out analyses, master plans, innovative project awards, and major multi-organization collaborations. During the past year, MAPC:

Played major roles in planning, organizing, and hosting the national American Planning Association (APA) annual meeting that was held in Boston in April; over 4,600 planners attended this conference, last held in the City 17 years ago.

Hosted several free ArcView geographic information system training sessions for town representatives.

Brought national speakers such as Myron Orfield and Jane Holtz Kay to the Council to inform and challenge local thinking on planning issues.

Received, processed, and distributed to the appropriate communities over 200 Environmental Impact Reports

(EIRs) and/or Environmental Notification Forms (ENFs) during the past year, including an in-depth review and analysis of four EIRs and comments on another 48.

Updated the Community Profiles data department publication and completed a five-year Overall Economic Development Program (OEDP) report.

Held monthly Legislative Committee meetings where members heard speakers from a wide range of governmental agencies and committees discuss relevant legislative initiatives; tracked and supported more than 15 bills in the state legislature; and lobbied hard for the restoration of funding for the Municipal Incentive Grants (MIGs) program.

Worked to help communities with their ISTEA Transportation Enhancement program applications and organized the committee that acted on the staff recommendations for funding priorities.

Participated in a wide variety of forums, workshops, seminars, etc., as featured speakers, panel members, facilitators, researchers, hosts, sponsors, conveners, organizers, etc.

Continued to respond to requests from communities for information on zoning, land use, environmental regulations, data, and planning.

Board of Appeals

The Board of Appeals is a quasi-judicial board responsible for approving special permits and variances from the Zoning By-Law in accordance with the Massachusetts Zoning Act, General Laws Chapter 40A. The Board has three regular members and four alternate members. They are all citizens of the Town appointed for three-year terms by the Board of Selectmen. The Board meets weekly and normally hears two cases each week. The hearings are advertised in the TAB and notices are sent to abutters and Town Meeting Members in the precinct the property is located. Three members hear each case and a unanimous vote is required for an appeal to be granted.

In 1998, the Board of Appeals received applications and held hearings on 73 cases, on which 58 decisions were filed, 8 were pending at year-end, and 4 cases were withdrawn. Applications fees totaled \$38,500. The Town Clerk's office continued to provide administrative support to the Board.

Among the significant applications approved by the Board of Appeals were the Chestnut Hill Benevolent Association new sanitarium estimated at \$6 million, 15 townhouse condominiums on Beacon Street estimated at \$3 million, six condominium units on Kent Street estimated at \$1 million, assisted living/nursing house on Heath Street estimated at \$12 million, and a retail/office/parking garage on Boylston Street estimated at \$9 million.

In all of its decisions, the Board of Appeals must carefully balance the needs and rights of the applicant with the impacts on the neighborhood and the Town. Frequently, the Board will impose conditions, sometimes a dozen or more, designed to improve the proposal and to mitigate any impacts.

Economic Development

As has been our pattern, we were busy on many fronts in 1998. We kept active in many areas, including generating new development opportunities, promoting affordable housing, and supporting our commercial areas. In all areas, we try to work closely with neighbors, interested citizens, business owners, and Town Meeting Members to advance the Town's interests.

Generating New Development Opportunities

We brought one project through a key milestone, launched a new project, and collaborated with the state to advance a project.

The Kendall Street Garage and Sewall School reuse project was brought before the Fall Town Meeting. Many neighborhood representatives joined the Economic Development Advisory Board (EDAB) in presenting this project to Town Meeting, which needed to approve both the sale of the land and a zoning change to facilitate the redevelopment of the property into a mixed-use site. The new Kendall Crescent will involve adaptive reuse of two historic buildings (one for commercial and retail uses, the other for housing) and the addition of townhouses and one stand-alone 4-unit house. The development will provide significant additional parking for the neighborhood as well. The project comes as a result of a 2 1/2-year neighborhood process and received widespread neighborhood support. Not surprisingly, then, the Town Meeting vote was overwhelmingly favorable. With only one Town Meeting Member voting against the project, the vote far exceeded the needed 2/3's majority.

The project now goes through the permitting process, including review by a Design Advisory Team. With the Town Meeting authorization to go forward, the Town will also begin negotiations on a Land Disposition Agreement that protects the Town's and neighbors' interests as the project goes forward. Construction should begin in 1999.

EDAB launched a **hotel development project** as well. Coming out of the 1997 economic development forums, EDAB was committed to pursuing high-tax-impact, low-neighborhood-impact development. An important component of this objective included promoting development that supported the independent retailers in the Town's commercial areas. A hotel was identified as potentially fitting this profile and the Board of Selectmen asked EDAB to explore the possibility of putting a hotel on town-owned land in Coolidge Corner.

To respond, EDAB formed a Hotel Feasibility Study Group that included EDAB members plus citizens with specific expertise to add. The group quickly learned the following pieces of information:

- There was likely to be considerable interest on the part of the development community in a hotel in Coolidge Corner.
- Hotels, especially those in close proximity to visible public transportation, are considered low traffic generators, with some forms of hotels (limited service, extended stay) creating even less traffic than others (resort, full-service commercial) do. The former sort have less impact because they need fewer service vehicles and public transit use is generally higher. The typical size of limited service and extended stay hotels is in the 100-200 room range.
- Public transit use is higher where guests can actually see the transit line from the hotel. Brookline is well positioned to take advantage of the easy T access.

It turns out that visibility to major streets such as Beacon Street is extremely important to hotel developers.

- A hotel in Brookline would draw on demand from the medical area, business and leisure overflow from downtown Boston, nearby colleges and universities (B.U. is a major demand generator), and from the local population (parents, friends, and adult children of residents). The level of demand would support a mid-size hotel (roughly 200 rooms).
- A hotel is unique in its tax implications, because it is the one use where a municipality is allowed to collect two different taxes—property taxes and an excise tax at a maximum of 4% of room revenues. Since the room tax is never counted in our Proposition 2 1/2 levy cap, its growth is unhampered by Prop 2 1/2.

Given this general information, the study group quickly narrowed the possible sites to Centre Street and Webster Street. The study group deliberated between the two, and finally decided to recommend to the Board of Selectmen that the Town pursue the development of a hotel on Webster Street. This site was seen as best matching the modest sized hotel we anticipated fitting into Coolidge Corner. The study group presented its findings to the Board of Selectmen, who agreed with the recommendation and asked the group to take these recommendations to the community.

The study group held two large public meetings that were well attended and lively. Citizens raised concerns about the possible hotel and the Economic Development Office invited all concerned citizens to join five task forces to better define the problems and establish criteria for their solution:

- (1) traffic and parking
- (2) design
- (3) farmer's market relocation
- (4) Webster Street as a street
- (5) Coolidge Corner vision

Roughly 40 individuals volunteered for the five task forces, which worked over a four-month period to sort out the issues. The task force recommendations were then presented to the Board of Selectmen in public session and the Board endorsed them.



Economic Development Advisory Board

The Economic Development Office then turned the task force recommendations into performance objectives for a Request for Proposals (RFP). Pinnacle Advisory Group, a nationally recognized hotel consultant, was retained to help with the RFP and proposal review. The draft RFP was circulated to all task force members, whose comments were then incorporated. The RFP was issued in November and contemplated a two-phase proposal process, modeled on the successful neighborhood process around the reuse of the Kendall Street Garage site. The Board of Selectmen appointed a 16-member Hotel Proposal Screening Committee to review proposals and make recommendations about how the Town should proceed. Six proposals were received in December, and the Economic Development Office will continue to staff the Screening Committee's work through the review of phase one proposals, delineation of additional phase two requirements, and public review of phase two proposals.

A third important site for development is owned by the State. To promote **the redevelopment of 1010 Commonwealth Avenue**, the Economic Development Office and EDAB worked with neighbors, the Board of Selectmen, and the State's Division of Capital Planning and Operations (DCPO). This vacant state building has long been an eyesore for the community. Beginning in 1997, we started urging the State to put the property up for private reuse. In late 1997 and early 1998, the Economic Development Office and EDAB invited neighbors of the property to discuss their objectives for the site. From these meetings, the Economic Development Office drafted a set of performance objectives to suggest to the State. DCPO accepted our recommended language, and invited the Town and two neighborhood representatives to be on an RFP-drafting committee. During the course of the year, we worked out all key issues and expect to see the release of a neighborhood-sensitive RFP in early 1999. Hopefully the property will be restored to the tax rolls and have a significant positive impact on community life.

Finally, to help developers understand Brookline better and to promote its assets, the EDAB produced a set of promotional materials. The "**Building a Better Brookline**" brochure includes four inserts:

- Brookline Life
- A Community Alive
- The Spirit of Brookline
- Brookline Business

It also includes four maps illustrating the median housing value, median household income, population density, and percentage of population with a college degree. These pieces of data are helpful to developers and potential store owners seeking to evaluate Brookline as a location. They are distributed with all development RFPs and to commercial brokers working with the Town to fill vacant storefronts with appropriate new businesses.

Promoting Affordable Housing

One of the most valued characteristics of the Town of Brookline is its economic diversity. This has been influenced by the diversity of its housing stock, in terms of building type, cost, and ownership. The diversity of the community is increasingly at risk, due to the strong local real estate market. At the end of 1997, Town efforts to maintain its base of affordable housing resulted in the hiring of Francine Price as the Town's first Housing Development Officer. Her principal goals are to promote affordable housing by encouraging the development of new, and to preserve existing, affordable housing opportunities.

One of the Town's key tools for affordable housing development is Section 4.40 of the Zoning By-Law, which requires developers to provide affordable units or cash payments in connection with private residential developments of a determined scale. During her first year on the job, Ms. Price simultaneously assisted the Housing Advisory Board (HAB) in operationalizing this inclusionary housing tool and in negotiating with affected developers.

The Economic Development Department worked with the HAB to strengthen the Zoning By-Law through standards of affordability, guidelines for cash payments, additional guidelines governing the development and marketing of affordable condominium and rental units by private developers, and restrictive covenants to preserve the housing developed over the long-term.

At the same time, the Department interpreted the Zoning By-Law to actual and prospective developers and assisted the HAB in negotiations with several. These included:

- Avalon Bay Communities, which will be providing six affordable rental units, distributed between its new ground level apartments at Longwood Towers and its building at 1470 Beacon Street;

- Parencorp, which will provide five affordable condominiums at the Kendall Street Garage site; and
- Cortland Properties, which purchased and renovated a six unit building at 1162-1164 Boylston Street for sale as affordable condominiums, in connection with its development of the Longyear Estate.

The Department also developed and coordinated the Town's marketing and lottery process for the distribution of these affordable condominiums, the first developed under Section 4.40.

Cash resources available to the Town for affordable housing are small in comparison with the need. This requires the use of those resources, to the extent possible, to leverage other resources outside of the Town's control. Last year, the Economic Development Office began to explore ways in which the cash contribution from the Tully Street assisted housing and other projects to be developed under Section 4.40 might be used to leverage additional affordable housing dollars.

The Department also assisted the Brookline Improvements Coalition (BIC) in identifying and partnering with another non-profit development entity for the development of its building at 1027 Beacon Street. The Town had invested \$315,000 in federal HOME monies to support the BIC's acquisition of this building. Through the BIC's selection of the Committee to End Elder Homeless to develop and own the project, the Town's investment is expected to leverage an additional \$800,000 in private and public subsidies. These subsidies are from affordable housing funders that have never before invested in Brookline. The result will be nine additional units of affordable housing.

Finally, because the cost of preserving existing affordable housing is significantly less than developing new opportunities, the Economic Development Office, in collaboration with the HAB, initiated a review of existing affordable housing developments in Brookline, in order to identify opportunities to extend affordability, where possible.

Supporting our Commercial Areas

The Town's commercial areas have always been highly valued centers of local activity. The preponderance of small, locally-owned businesses give them a special feel, and the addition of some national retailers at key locations have complemented the smaller stores by drawing customers into our centers. The Town wants to support this mix and the Economic Development Office has been active in this arena.

Research has consistently shown that a calendar of events generating foot traffic is a critical element for success of downtown commercial areas. Therefore, once again in 1998 we sponsored two important community celebrations designed to call attention to the many offerings in our com-

mercial areas and worked to support other events. By bringing in a highly skilled part-time Celebrations Coordinator and recruiting new volunteers, we were able to enhance the quality of, and participation in, the celebrations.

The annual **1st Light Festival** in November draws shoppers into our stores at the beginning of the holiday shopping season, to let them see what excellent merchandise and services the stores offer and hopefully draw them back for their holiday gift purchases. In 1998, we sponsored over 100 performances in stores all over the Town. We instituted a new set of opening celebrations, one in each of the Town's six commercial areas. Costume characters greeted festivalgoers and enticed passers-by to join the fun. The festival was well attended and enjoyed.



1st Light

The **Taste of Brookline** had a successful second year. Restaurants offering cuisine from around the world came to the Holiday Inn, our gracious hosts for the event. Due to the generosity of the Holiday Inn and our corporate sponsors, the Brookline Chamber of Commerce and Harvard Pilgrim Health Care, we were able to donate the proceeds of the ticket sales to the two Brookline food pantries. Over \$8,000 was split between the Brookline Food Pantry and the Family Table. In addition, Second Helpings came and took all the remaining food at the end of the evening to local shelters and soup kitchens. Furthermore, we were able to introduce new customers to our fabulous restaurants, with the hope that they will patronize these establishments throughout the year. As



Taste of Brookline

such, this event is part of our overall effort to promote shopping and dining locally.

In addition to our own celebrations, the Economic Development Office began planning in earnest for the **Ryder Cup** event, to take place in September, 1999. This international event promises to bring thousands of visitors to our Town. In the Economic Development Office, our goal is to see that translate into business opportunities for our local merchants. We have been active in negotiating arrangements with the Professional Golfers' Association (PGA) who runs the event and The Country Club who will host it, to maximize local business participation. We negotiated the first-ever deal to allow Brookline businesses only to sell official Brookline/Ryder Cup merchandise—hats, shirts, pins, and posters with the specially-designed logo. In other locations where the Ryder Cup has been played, only the PGA itself was allowed to sell logo'd merchandise. This should be a considerable boon to our local business community.

In addition, the Greater Boston Convention and Visitor's Bureau will be putting out a Ryder Cup edition of their

Dining and Shopping Guide. For the first time ever, Brookline will have a section of this guide, directing visitors from around the country and the world to our stores, restaurants, and local amenities. This is an exciting development, as more than 45,000 guides are distributed to Boston-area hotels and tourist kiosks, exposing our commercial areas to much broader notice than ever before. Furthermore, the PGA has agreed to mail the Brookline chapter of this guide to all Ryder Cup ticket holders. Again, this was made possible by the aggressive efforts of the Celebrations Coordinator, working hard to take advantage of every opportunity the Ryder Cup has to offer. We will continue to be out front on these issues during 1999, up until and during the tournament play.

Finally, we launched the **Business District Assistance Group** (BDAG) to bring together commercial landlords, store owners, and residents to discuss ways to work together to enhance our commercial areas. The first few meetings have focused on learning each group's concerns and ideas and in targeting areas for further work. By laying the foundation in 1998, we expect BDAG to play an active role in 1999 and beyond.

Brookline Housing Authority

General Information

During 1998, the membership of the Authority was as follows:

- Barbara Dugan, Chairwoman
- Frank Moroney, Vice Chair
- Leslie Fabian, Treasurer
- Pamela Goodman
- David Trietsch
- Brian Cloonan, Executive Director

The Authority administers the following Programs:

FEDERAL ASSISTED

Walnut Street Apartments	Family / Elderly
22 High Street	Family 72
4-24 Walnut Street	Elderly 28
Ralph Sussman House	
50 Pleasant Street	
Arthur O'Shea House	Elderly 100
61 Park Street	
Theresa Morse Apartments	Elderly 100
90 Longwood Ave	

John W. Kickham Apartments	Elderly 39
190 Harvard	

SECTION 8 LEASED HOUSING

Section 8 Certificates	334
Section 8 Vouchers	67
Preservation Vouchers	156

STATE ASSISTED

High Street Veterans	Family 177
6- 30 New Terrace Road	
176-224 High Street	
186-218 Chestnut Street	
Egmont Street Veterans	Family 114
51-85 Egmont Street	
338-348 St. Paul Street	
209-221 Pleasant Street	
Trustman Apartments	Family 50
7-33 Egmont Street	Elderly 34
144-156 Amory Street	
337-347 St. Paul Street	
Col. Floyd Apartments	Elderly 60
32-40A Marion Street	
19-36 Foster Street Extension	
Condos	2
Wheelchair Accessible Family Apartments	15

Mass Rental Vouchers	166
Kilgallon House 11 Harris Street	13 disabled persons
Thomas Connelly House 1057 Beacon Street	8 disabled persons
1017 Beacon Street Public Management of Private Housing	16 SRO's

Information on applications and eligibility can be obtained by writing or calling the Authority's Applications Office at 90 Longwood Avenue, 277-1885

PROGRAM ACTIVITIES

In 1998, the Brookline Housing Authority achieved several notable milestones:

Commemorated the 50th Anniversary of the first BHA Board of Commissioners meeting (July 9, 1948) with a gala celebration on the lawn of the Sussman House. The event recognized past and present Commissioners, staff, residents, town officials, and supporters of affordable housing.

Renovated basement space at the High Street Veterans Apartments for a Brookline Police Department Community Policing Sub-Station.

Reached substantial completion on the construction of 15 wheelchair apartments for families. Nine of the apartments were built on the grounds of the High Street Veterans Apartments and six were built on the grounds of the Egmont Street Veterans Apartments. Also constructed for wheelchair access were management offices and community rooms at both sites.

Renovated basement space into a new wheelchair accessible computer center at the Walnut Street Apartments.

Developed architectural plans for the renovation of another computer center to serve families at the Egmont Veterans and Trustman Apartments.

Received a federal grant to fund programs including computer center coordination, youth training/peer leadership, enhanced community policing, and physical security enhancements at the Walnut Street Apartments.

Received funding from the State to provide assistance to at-risk families at our computer centers.



Celebrating 50 years of affordable housing

In conjunction with the Boston YMCA and the Brookline School/Community Partnership, received state funding and began operation of English as a Second Language (ESL) classes at two of our family developments. This grant also funded the purchase of computers for the Walnut Street Apartments' computer learning center.

Received a 1998 Outstanding Agency award from the Massachusetts division of the National Association of Housing and Redevelopment Officials (NAHRO) for innovation.

Continued to be successful in securing millions of dollars of funding from both the state and federal governments for capital improvements. Plans are in various stages of development and construction for renovations to kitchens and bathrooms, roof replacement, landscaping improvements, security upgrades, mechanical and electrical improvements, and remaining accessibility compliance issues.

Preservation Commission

The Brookline Preservation Commission (BPC) is responsible for the protection, restoration, and preservation of the Town's historical and cultural resources. The Town has 16 districts and over 80 individual properties listed on the National/State Registers of Historic Places. The Selectmen appoint the regular and alternate members. The Commissioners are Patricia C. Libbey, Chair, Maurice Childs, Vice-chair, Judith Selwyn, Chobee Hoy, David England, Sheri Flagler, and Gary Gross; alternates are Dennis DeWit, Shantia Anderheggen, David Krawitz, and Wendy Ecker. June Richardson, a long-standing member

who also served on the old Local Historic District Commission, resigned in August. Her commitment, patience, and good humor will be sorely missed. Gary Gross became a regular member and associate Wendy Ecker was appointed as an alternate. The Commission is supported by two preservation planners, Greer Hardwicke and Roger Reed.

The Preservation Commission also administers the Town's two local historic districts: Pill Hill with its 227 properties and Cottage Farm and its 110 properties. The BPC reviews

any exterior design changes and issues Certificates of Appropriateness, Non-Applicability, or Hardship for work at its monthly meetings. This past year the commission heard 30 cases.



Preservation Commission

The Commission also oversees the Town's Demolition By-Law. It reviews proposed demolition cases for their historical, architectural, and cultural significance. If a property is declared significant, alternatives to demolition are pursued by the participants. The office processed 30 cases in 1998. The most unusual case involved the greenhouse, carriage house, and other outbuildings at Green Hill, the summer estate of Isabella Stewart Gardener. While most of the structures will be razed, the Federal carriage house, built in 1805, will be relocated to the Shirley-Eustis House in Roxbury. Another important case was the houses on the block on Beacon Street between Amory and Powell Streets. The most architecturally distinctive building in this block, the house at the corner of Powell and Beacon Streets, was saved and will be attached to the new block of residential construction. The Commission assisted the Planning Board in design review of the new construction.

To acknowledge noteworthy efforts on behalf of historic preservation in the Town, the Commission held its 9th Annual Preservation Award ceremony in May in the soon to be renovated Darley House on Colchester Street. The recipients were James Kirkland and Jacqueline Armstrong and Mark Starr and Karen Koshner for 19 Brook/122 Kent Street; Barbara Robertshaw for 72 Powell Street; James Lockwood for 21 Rice Street; Merelice for 40 White Place; Judy Ballantine and Kevin Luey for 81 Franklin Street; Samuel Parkman Shaw for 89 Carlton Street; Lynn Osborn for 19 Hurd Road; and Margaret and Alvin Scott for 45 Kendall Street. Special Recognition was given to the coordinators of the Garden and Gables Tour: Carla Wyman Benka, Mary Dewart, Betsy Shure Gross, David Kelman, Gail Kaufman, Jean Kramer, Joanne Liberles, Betsy Magnarelli, Suzanne Naudin, Nancy Peabody, Irvin Taube, Erika Whittemore, and Peter Winson.

As a Certified Local Government, the Commission reviews projects involving National and State Register properties. The Commission continued to monitor the restoration work of the Olmsted Park section of the Emerald Necklace and the restoration of the Allerton Overlook and the Beacon Street renovation project. The staff worked with the Brookline Mental Health Center, located in the Beaconsfield National Register District, to modify their entrance for ADA compliance. The Commission commented on the Army Corps of Engineers plan to aerate the Muddy River. The staff worked with the Park and Recreation Commission to design a new entrance to the skating rink at Larz Anderson Park. It also worked with the Planning Board and Economic Development Board to develop the Sewall School and Town Garage. The staff and Commission work with the Planning Department and the Community Development Block Grant Program in reviewing over 25 cases involving renovation or new construction on properties listed on the historic building survey.

The staff continued to work with the Building Commissioner and the Historical Society to maintain historic town-owned buildings and reviewed the re-roofing of the Devotion House. The staff and Commission participated in the initial process of reviewing the condition of the Carlton Street bridge with the Department of Public Works, assisted other departments in technical activities, wrote two grants to rehabilitate the Old Burying Ground on Walnut Street, and participated in the Open Space Task Force. Patty Libbey and Dennis DeWitt continue to serve as liaison to the Beacon Street PAC.

The Commission undertook two long-range projects this year—the establishment of Brookline Municipal Archives and the upgrading of the library's historic photograph collection. The staff is working with the Town Clerk's office to assess the Town's records and make plans for the future. The glass plate negatives in the Library are being catalogued and stored in archival storage sleeves.

The staff responded to over 400 inquiries for information and advice, from paint colors to the history of the bath



The foot bridge at the Muddy River that bridges the Emerald Necklace.

Preservation Works!

Landscape Restoration at Olmsted Bridges

This property, which is listed in the State Register of Historic Places, has received a matching grant from the Massachusetts Preservation Projects Fund through the Massachusetts Historical Commission, Secretary of the Commonwealth William Francis Galvin, Chairman.

Bridging the Emerald Necklace

a joint venture project between the City of Boston and the Town of Brookline.

Premley Associates, Inc.
Preservation Consultants

Paragon Landscape Design, Inc.

ble by many organizations who contributed financially: the Friends of the Brookline Preservation Commission, the Brookline Chamber of Commerce, the Rotary Club of Brookline, Chobee Hoy Associates Real Estate, Hammond Residential Real Estate, Hunneman and Company/Coldwell Banker, and Chestnut Hill Realty. Several organizations and individuals contributed photographs, including the Brookline Public Library, Joel Shield, Dan Miranda, Tim Sullivan, Aly and Jenna Kidrin, Earle G. Shettleworth, Jr., Caroline Oveson Lovelace, Hall Silloway, Eleanor Motley Richardson, and Lynn Osborn. It was a major contribution to the public education efforts of the Commission (and even made the Boston area best seller list). The proceeds will be directed to the Library's historic photograph collection.



Images of America, Brookline

Preservation Works!

house; from Realtors to tourists; and from the Friends of Chestnut Hill to the Aberdeen Neighborhood Association. Roger Reed gave a walking tour of the Town Green area for the Victorian Society and a slide talk on Cottage Farm to a group at the Massachusetts Association for the Blind. Greer Hardwicke participated in a workshop on Brookline for the annual convention of the American Planning Association (APA).

In November, *Images of America, Brookline*, a book authored by Greer Hardwicke and Roger Reed, was published. This book of historic photographs was made possi

HUMAN SERVICES

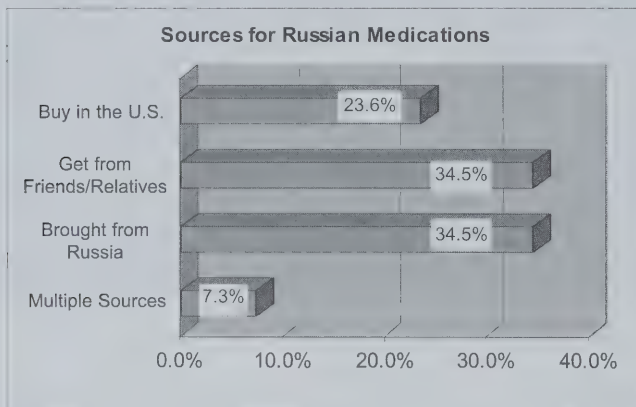
Health Department

The Brookline Health Department, established in 1945, has as its mission the protection of the health of Brookline residents and others who may work in or otherwise be associated with the Town. Toward that end, the Department maintains an active surveillance system of health status indicators and has planned, implemented, and continues to evaluate a broad spectrum of local health services designed to reduce morbidity and mortality and enhance the quality of life of those who live and work here.

ADMINISTRATION

During 1998, the Department continued a formal community health needs assessment of Brookline. With support from a variety of medical institutions and foundations, which serve our community, two additional volumes of HEALTHY BROOKLINE were produced.

Volume 2, which explores the health status and needs of the growing number of Russian-speaking town residents, was released in late 1998. An example of the contents of Volume 2 is shown below.



Volume 3, published early in 1999, presents health status and risk factor profiles for Brookline based on a survey of a random sample of 1,000 Brookline residents.

The Department management structure was maintained and provided for more access to the Director and elevated core public health functions. In addition to the ongoing bi-weekly management team meetings, monthly all-staff meetings with an educational component served to help build a sense of mission and community among staffers and to enhance intra-departmental communication.

The Department continued to be successful in leveraging non-town resources for a broad range of projects. Over \$100,000 was raised from a variety of sources including medical centers, foundations, federal and state govern-

ment, etc. In addition, seven well-qualified graduate students were recruited for internships and practicums for a variety of community health projects.

The Health Department initiated its relationship with the Boston Visiting Nurse Association to provide epidemiology and public health nursing services. The Community Health Network maintained its outreach campaign to enroll uninsured Brookline youngsters in the Children's Medical Security Plan enrolling over 100 youngsters.

Upgrades to the Train Health Center included new equipment and furnishings for the Dental Clinic. Also this year, additional progress was made on networking the Department's computers into the Town's system and implementing GIS capability.

ENVIRONMENTAL HEALTH SERVICES

This Division, led by Patrick Maloney, MPAH, oversees many state-mandated programs including the licensing and inspections of food establishments, housing code inspections and enforcement actions, swimming pools, solid waste handling practices, animal, insect and rodent control, and the abatement of general nuisances. Additional concerns include asbestos removal, lead in the environment, hazardous waste, radon in buildings, and the enforcement of state and local tobacco control requirements, including the issuance of permits for tobacco retailers and monitoring the over-the-counter sale of tobacco products.

Brookline continued to be one of the only towns in the Commonwealth to fully implement non-criminal dispositions (tickets) as an enforcement element with inspections. The Division completed all mandated inspections as required by state regulations including over 830 housing and 735 food service inspections.

We also maintained a monthly schedule of Chokesaver classes and certified 107 individuals.

The Division provided technical assistance and leadership on issues including the flooding and subsequent cleanup around the Muddy River, the High School renovation, and the cleanup of the Hammond Street site. Working closely with the Department of Public Works, we continued an educational campaign and enhanced enforcement regarding organic solid waste, including the creation of new regulations.

In addition, air sampling and environmental monitoring

equipment was acquired to better assess issues related to indoor air quality, electromagnetic fields, and pest control. The Division responded to hundreds of requests from the public for information on radon, lead, opening new restaurants (90% of new operators received a formal orientation), and solid waste disposal. The Division also finished computerizing its permit processes in areas including food service, retail food, tanning salons, etc. The process will be further improved in 1999 when the new PermitsPlus software is implemented.

CONSUMER AFFAIRS

The Department's Sealer of Weight and Measures continued to insure the honesty and integrity of market-place purchases of goods and commodities. The training of the new part-time inspector has resulted in the testing and sealing of all the weighing and measuring devices within the Town. With the passage by the Legislature of the new consumer protection laws pertaining to scanner accuracy, the Division will be busy implementing the new mandated inspections of all scanners located in Brookline. The new regulations give the Department authority to impose civil fines. The Division also upgraded its computer capacity with funding from the Commonwealth of Massachusetts.

CHILD AND SCHOOL HEALTH

Under the direction of Gloria Rudisch M.D., MPH., the Division of Child and School Health continued to provide the Department's liaison with School Health Services and the nursing and health education staff in the schools, and oversaw all programs targeting children and youth.

The day care inspection unit monitored group day care centers and extended day programs, and Brookline continued to be one of a small number of communities delegated by the State to exercise licensing and inspection responsibilities to assure compliance with Office for Children's Services regulations. In addition, the Division maintained a regular schedule of child immunization clinics staffed by public health nurses with physician back-up that served over 200 youngsters.

The Division, working closely with the Police, School Department, and Rotary Club, implemented an annual bicycle safety education program in the elementary schools.

With additional support from Children's Hospital, we also implemented a program to counter bullying in elementary schools. We were also able to assist in expanding the Dating Violence Intervention Program (DVIP) at Brookline High School, continue to work with the High School AIDS Peer Leadership program, and offer programs related to eating disorders in conjunction with the Massachusetts Psychological Association.

Finally, in conjunction with the School Department and with support from the Rotary Club and the Friends of Brookline Public Health, the Division maintained a campaign to ensure Hepatitis B immunization status for seventh graders and youngsters in kindergartens and offered Hepatitis B immunization clinics for Brookline High School students.

COMMUNITY HEALTH

Led by Lynne Karsten, MPH, this Division oversees community health initiatives including breast health, prostate health, rabies education, tuberculosis prevention and control, influenza, pneumonia, and tetanus/diphtheria vaccination, elder health programs, and translation services.

During 1998, the Division implemented town-sponsored adult immunization clinics serving 2,088 residents. Support was given to the Rabies Awareness Committee and the Department maintained an inter-departmental rabies education and control program.

A highlight of our work was the Men's and Women's Health campaigns (the latter funded by Brigham and Women's Hospital), which involved building grass roots coalitions, organizing educational programs, and screenings. Breakfasts co-sponsored with the Brookline Chamber of Commerce continued to draw capacity crowds. The Breast Health Program again screened over 60 women and educated hundreds regarding the benefits of early detection and screening.

The Department, with our partners at BI/Deaconess Medical Center, continued to receive funding for our joint Elder Health Program, including a series on healthy aging. Working with the Council on Aging and Brookline Housing Authority, we launched a Balance Program that involved 50 frail elders in a program to build muscle mass and confidence and prevent falls. In addition, we received continuation funding from the Harvard Pilgrim Healthcare Foundation to support the Town's Domestic Violence Roundtable.

Translation services in Russian and Chinese (with funding from New England Medical Center) were provided to several town departments and together with the Russian Community Association of Massachusetts and St. Elizabeth's Medical Center, we presented a health education and cultural series for Russian speaking citizens, including the 1st Annual Russian American Festival that drew 1,200 people in conjunction with the Human Relations/Youth Resources Commission.

Finally, the Dental Health Clinic maintained its weekly clinic schedule at the Health Center through Tufts Dental School and linked with the School Department, providing over 500 patient visits in 1998. The Dental Literary Project

was launched and, beginning in 1999, all children enrolled at the Dental Clinic will receive free, age-appropriate books.



Shown doing an exercise designed to improve their balance are Brookline seniors, from left: Frances Silverstein, Dorothy Blumberg, Estelle Finkelstein, Ruth Woolf, and Rita Early. Photo by Thomas Conlin

PUBLIC HEALTH NURSING/EPIDEMIOLOGY

The Division of Public Health Nursing/Epidemiology oversaw the investigation and control of over 160 cases of communicable disease, including workplace exposures to tuberculosis and pertussis outbreaks in schools. Led by Barbara Westley, RN, the Division provided the Department's liaison with the Boston Visiting Nurse Association, and also provided clinical support to all Department screenings, immunization programs, and other clinical activities including refugee health. Information and referral services in the areas of foreign travel and other general health issues were also provided.

In addition, the Division, working closely with the State Department of Public Health, continued to outplace a Russian-speaking epidemiologist at the Brookline Health Department two days per week. We recruited a well-qualified nursing graduate student from Northeastern University to work with the Division during the academic year. Finally, the Division distributed thousands of doses of vaccine to community-based medical providers and provided technical assistance on vaccine preventable disease issues.

SUBSTANCE ABUSE PREVENTION AND SERVICES

This Division, led by Gerry Trombley, LCSW, M.Ed., and Mary Minott, MSW, fields programs and services in both community and school-based settings. In 1998, the Division provided assessment of 2,000 counseling sessions, 65 class presentations, referrals, and monitored progress for over 152 individuals, including 34 town employees, as well as students and parents.

The Division developed a violence prevention initiative to address high-risk behaviors often associated with teen substance abuse. This includes the introduction of the Students Against Destructive Decisions (SADD). Over 60 students participated in developing alternative alcohol and drug free social events for youth, including weekly pizza nights at the high school for program participants. The SADD members were also involved in educational forums for elementary and high school students and parents to promote positive health choices among youth.

Working with the Brookline Police Department, Town Counsel, and private sector bartender training programs, Division staff developed a uniform certification procedure for bartenders. Finally, the Youth Behavioral Risk Factor Surveillance survey was completed and will be released shortly as Healthy Brookline, Volume 4.

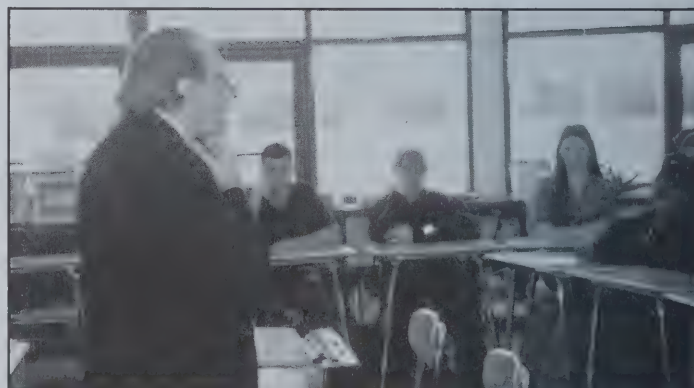
SMOKEFREE BROOKLINE

Brookline continued monitoring compliance with the Town's Tobacco By-Law and pursuing complaints concerning infractions of the law. We continued to exceed national compliance levels regarding sales of tobacco to minors and were cited repeatedly as a leader by state and federal officials.

Working with media outlets, the campaign reached thousands of town residents with positive messages regarding the health benefits of avoiding tobacco use. Certainly, even the most casual observer notices the ubiquitous **SMOKEFREE BROOKLINE** logo everywhere in Town.

March was declared restaurant Appreciation Month in Brookline. Working with restaurateurs and the Office for Economic Development, the 2nd Annual "Taste of Brookline" was held to promote Smokefree Brookline restaurants, benefiting Brookline's two food pantries.

Scores of educational programs were held in schools and the community, including performances by the Brown Bag Opera Company and a major push for the Great American SmokeOut.



Robert S. Mehrman at Sally Dean's Health Class, Heath School

ADVISORY COUNCIL ON PUBLIC HEALTH

A dedicated group of six unpaid citizens continue to serve as members of the Advisory Committee on Public Health (ACPH). Meeting monthly, the Council provides the Director with advice on budget, policy, Town meeting issues, health needs assessments, and a range of operational issues.

This year, Dr. Bruce Cohen was appointed and Dr. Joyce Clifford was re-appointed to the ACPH by the Board of Selectmen. They rejoin Dr. Milly Krakow, Elizabeth Hirshom, Roberta Gianfortoni, and Dr. J. Jacques Carter on the Council.

Another highlight of the year for the ACPH was the re-election of Dr. J. Jacques Carter to the Chair. Dr. Carter has identified a number of important goals for the Council for the coming year, including working with Dr. Balsam to analyze the community health assessment of Brookline, assisting in development activities, fielding another Public Health Policy Forum in the Spring, and building the "Friends of Brookline Public Health" organization.

FRIENDS OF BROOKLINE PUBLIC HEALTH

In 1998, the Friends of Brookline Public Health, a membership organization conceived to build a constituency for public health in Brookline, entered its third year. The goal of 130 individual members and 10 corporate members was



Advisory Committee on Public Health

achieved. A Board of Trustees of 15 persons, including four officers, was elected and activities included two receptions, two issues of the newsletter, and a successful benefit co-sponsored with the Brookline Music School.

The Board of the Friends voted during 1998 to fund several public health initiatives including a Hepatitis B immunization program for school-aged youngsters, a project linking literacy and health, and the Sister City rebuilding project in Nicaragua.

The Friends of Brookline Public Health also co-sponsored the 3rd Annual Public Health Policy Forum entitled "Doctors or Dollars: What's Driving Your Health Care" in conjunction with the Brookline Center for Adult and Community Education.

Human Relations-Youth Resources Commission

Created by Town Meeting in 1970, the Human Relations-Youth Resources Commission is Brookline's official town agency working in the areas of intergroup relations, civil rights, and youth advocacy.

Membership

The Commission welcomed new member Joseph Zwicker. Ruth Flaherty was re-elected as Chairwoman while Harold Koritz and Dr. Claire Weiss were re-elected as Vice Chairpeople.

Administration

The Human Relations-Youth Resources Commission full-time staff included Director C. Stephen Bressler and Secretary Ongelita Mockabee-Miles. Appointed to the newly created part-time position of Events Coordinator was Pam Goodman. Continuing with the Commission during the first half of 1998 were staff interns Bobbie Ugalat and Ruchika Bajaj. Staff intern Irene McFarland came aboard for the second half of 1998. Lastly, assisting with clerical work was high school student Jesse McElroy.

Programmatic Responsibility

In addition to his work in community relations, the Director is Brookline's Affirmative Action Officer, Fair Housing Officer, Minority/Women Business Enterprise Officer, Contract Compliance Officer, Americans with Disabilities Act Coordinator and Section 504 Officer, Ombudsman for Cable Television Operations, and Project Coordinator of the Brookline Holocaust Witness Project.

In 1998, the Director worked on the Brookline Domestic Violence Roundtable, was a consultant to its monthly TV show "The Safety Net" (expanded to one hour in its third season), and served on its cross-cultural conference planning committee. He also staffed the Ryder Cup Community Partnership Committee, was a member of the "Day of Dialogue" planning committee, participated on the Brookline Sister City (Quezalguaque, Nicaragua) Committee, and was a member of the Brookline High School After the Prom Party Planning Committee. He also participated in the League of Women Voters-sponsored Future Search program.

On a regional level, the Director participated in meetings of the Massachusetts Association of Human Rights/Relations



Human Relations-Youth Resources Commission

Commissions, the Prejudice Discrimination-Based Violence Reduction Working Group of the Massachusetts Violence Prevention Task Force, the Greater Boston Civil Rights Coalition, the Catholic-Jewish Committee, and the New Americans Teen Task Force.

In the course of implementing the Town's Affirmative Action Program, the Director communicated with department heads and other town and school department staff, as well as with federal and state offices and members of various minority communities in Brookline and Greater Boston. In addition to regularly advertising town job vacancies in the Bay State Banner, El Mundo, The Sampan, World Journal, the Brookline TAB, and the Boston Globe, employment postings also appear on-line at www.townonline.com.

Comprehensive Affirmative Action compliance reports were prepared for the Massachusetts Commission Against Discrimination (MCAD). The Affirmative Action Program has resulted in the participation of minorities and women on the Town work force. Satisfactory Affirmative Action compliance also had a direct impact in enabling Brookline to receive much needed federal and state funds.

The Brookline Human Relations-Youth Resources Commission is one of the oldest such agencies in the Commonwealth and is therefore consulted by other communities that are interested in establishing or updating their own commissions.

Commission Programming

Aside from numerous sub-committee work sessions, the Commission held 10 staff-assisted meetings in 1998. Program committees this year were: Asian-American Heritage Festival Planning Committee, Martin Luther King Jr. Day Planning Committee, Youth Awards Committee, Russian-American Festival Planning Committee, and 500 Yards/Police Manual Committee

Program highlights of 1998 included:

Martin Luther King, Jr. Day- With an audience of 500 persons, Brookline celebrated its 10th Annual Martin Luther

King Jr. Day on Sunday, January 18 at the Brookline High School Roberts-Dubbs Auditorium. This year's program featured guest speaker Charles E. Walker, Jr., Chairman of the Massachusetts Commission Against Discrimination, the Brookline High School Gospel Choir, soloist Geoffrey Hicks, Boston police singing group Voices N Blue, the Silver Linings Quartet, the Edward Devotion Elementary and Middle School Choruses, students of the Brookline High School Dance Department, and readings by members of the Brookline High School Black Awareness Club. Robert McCain presided as Master of Ceremonies. Also featured was a town-wide student art and essay exhibit. Then-Selectman Ronny Sydney represented the Board of Selectmen. Reverend Robert Gray of Bethel AME Church, Jamaica Plain, delivered the invocation and the Reverend George Chapman of St. Paul's Church, Brookline, delivered the benediction. Financial assistance for the program was provided by a generous gift from the Brookline Rotary and a grant from the Corporation for National Service. The program was videotaped by Brookline Access Television.

Asian-American Heritage Festival-The Commission sponsored the 5th Annual Asian-American Heritage Festival on Sunday, May 3 at the Brookline High School Roberts-Dubbs Auditorium. Over 300 people attended the program. This year's celebration featured Taiko Drum performances by Odaiko New England, a traditional Asian costume fashion show, Chinese and Philippine dances performed, respectively, by Brookline Public School students and the Philippine Dance Company of Boston, a Tae Kwon Do demonstration by Boris Klebanov and Alla Lipetsker, a Korean Kayakum recital by Jihye Chung, and a Chinese song and dance performance by Devotion School student of Bonnie Yee. The program's hosts were Assunta Cha and Dr. Ed Wang. Greetings were brought from then-Chairman of the Board of Selectmen Ronny Sydney and School Committee Chairman Terry Kwan. For the third year, delicacies were donated by local restaurants including: Bangkok Basil, Bok Choy, Chef Chang's House, Chef Chow's House, Ginza, Golden Temple Restaurant, Indian Cafe, India House, Pandan Leaf, Ruth's Kitchen, Shalom Hunan, and Sichuan Garden. The program was videotaped by Brookline Access Television.

Youth Awards- With financial assistance from the Brookline Rotary, the Commission sponsored its annual youth awards program on June 9. Three Human Relations Awards, two Community Service Awards, 38 Certificates of Merit, and 44 Letters of Commendation were presented at the evening session of the Board of Selectmen. Prior to the awards ceremony, the Commission held a reception at the Brookline Health Center for more than 200 honorees and their families and friends.

Flag Day Celebration- For the fourth year, on June 21 a Commission delegation proudly marched in the Town's Flag Day Parade.



Flag Day Parade

Russian-American Festival- In cooperation with the Russian Community Association of Massachusetts, the Brookline Health Department, St. Elizabeth's Medical Center, and the Brookline Council on Aging, the Commission sponsored the 1st Annual Russian-American Festival at the Brookline High School. An overflow crowd of 1,300 people came to see and hear performances by composer/pianist Marina Gendel, violinist Lev Geyster, the Slavic Choir at Harvard University, saxophonist Alexander Ivanov, dancer/choreographer Vladimir Foygelman, pianists Tatiana Dudochkina and Olga Parsegova, an exhibition of gymnastics by students at the Charles River Gymnastics Academy, guitarist Peter Podobriy, singer Galina Nikonovsky, pianist Rosa Shifrin, and Runkle School students Lyudmila Moiseyeva and Stephanie Gardner. The Festival also featured a bazaar and art show. Greetings were brought from Commission Planning Committee Chairman Wendy Warring, Selectman Gilbert Hoy, and Russian Community Association Director Serge Bologov. Brookline Police Captain Peter Scott introduced Russian-speaking police officer Ilya Gruber.

Highlights of monthly Commission meetings included:

January - The Commission met with Massachusetts Commission Against Discrimination (MCAD) Chairman Charles Walker, Jr., Commissioner Douglas Schwartz, and Associate Director John Ahearn to discuss issues of mutual concern and ways in which the two agencies may work together. The Commission also heard Linda Plazonja of the Lincoln School speak about the "Kids Who Make A Difference" program.

February - The Commission met with Brookline Police Chief Daniel O'Leary to discuss community outreach, police officer training, and police accountability. The Chief also presented statistics on police stops in the Town that were broken down by race and ethnicity.

March - The Commission discussed issues brought up at the successful intergroup relations "Day of Dialogue" held on March 15 at Temple Ohabei Shalom. Commission members and staff attended the Dialogue.

April -The Commission discussed the April 8 program on community policing sponsored by the Greater Boston Civil Rights Coalition, the very successful Cross Cultural Conference on Domestic Violence held on March 25, the April 9 meeting of the Early Childhood Education Council, and the March 30 Black-Jewish Seder.

May - The Commission discussed the Asian American Heritage Festival and plans to sponsor a Russian-American Festival in the Fall. The Commission also heard from the Director on the "Heal the Hate" Conference he attended at Holy Cross College in Worcester on May 8 and on the May 16 - 18 "Future Search" program conducted by the League of Women Voters.

June - The Commission discussed programs on substance abuse sponsored by Brookline High School on May 26 and the Brookline Court on June 2. The Commission also discussed the successful 1998 Youth Awards reception and ceremony.

September - The Commission discussed the Citizen Police Academy, which had been attended by several members. Also discussed was the August 5 "National Night Out" program attended by the Director and several members.

October - The Commission met with Police Chief Daniel O'Leary to further discuss police-community relations and an update on the statistics last reviewed in February. The Commission was also addressed by Molly Paul on youth participation in a proposed conservation program.

November - The Commission discussed the very successful Russian-American Festival. The Commission then met with Maxine Shaw of Brookline's Sister City Project to hear about the devastation brought about in Quezalguaque, Nicaragua, by Hurricane Mitch.

December - The Commission discussed the forthcoming Martin Luther King Day Program and initial plans for the Asian American Heritage Program. The Commission also discussed setting up a "Friends of the Human Relations-



Martin Luther King Day Planning Committee

Youth Resources Commission" group to assist with fund-raising.

Publications

Over 150 copies of the 1998 edition of the very popular "Child Care Resource Guide" were published and distributed.

Media Coverage

In 1998, Commission activities, members, and staff were featured in numerous articles in the Bay State Banner, Boston Globe, Brookline Tab, and World Journal.



Domestic Violence Round Table

Cable Television Monitoring Committee

The Cable Television (CATV) Monitoring Committee was created by the Board of Selectmen in 1984 to monitor Cablevision of Brookline's compliance with the provisions of its license to operate a cable television franchise in the community. Persons chosen to serve on this Committee fit one or more of the following categories: 1) consumer of CATV services, 2) technical expertise or experience in video production, 3) legal expertise, or 4) media expertise of a non-technical nature. In 1998, Cablevision of Brookline's license was renewed for five years while RCN-BECOCOM was awarded a 10-year license to operate a cable television franchise. The Committee now monitors both companies.

Membership

In July, Francine Berger succeeded Tobe Berkovitz as the new Chairman with C. Stephen Bressler serving as Secretary. Membership changes during the year saw the departure of members Bill Chuck, Ben Kaplan, Barbara Mitchell, and Evvy Tittleman. Newly appointed were Dr. Edward "Tad" Campion, Douglas Levin, Peter O'Toole, Isabel Pisano, Michael Rafferty, Helene Solomon, Irving Werner, and Armando Zapata.

Administration

The Committee received staff and budgetary support through the Human Relations-Youth Resources Commission. Commission Director C. Stephen Bressler also served as Ombudsman for CATV Operations for the Town.

Ombudsman

The Ombudsman handled 93 complaints and/or inquiries relative to CATV. This figure was down from 133 during 1997. The Ombudsman was in frequent contact with

Cablevision of Brookline and RCN-BECOCOM administrative staff and consulted with his counterparts in other communities, as well as with officials at the Massachusetts CATV Commission.

Committee Programming

The Committee worked closely with the CATV Coordinating Committee in the licensing process with RCN. The Chairman of the Monitoring Committee (first Tobe Berkovitz and then Francine Berger) and the Ombudsman also served as members of the Coordinating Committee and participated in that body's deliberations. Committee Chairpeople Tobe Berkovitz and Francine Berger were also asked to serve on the Negotiating Team of the CATV Coordinating Committee in the Town's discussions with Cablevision of Brookline and with RCN-BECOCOM.

Over the course of the year, the Monitoring Committee held five staff-assisted meetings, the highlights of which are listed below:

June - Tobe Berkovitz welcomed new members, presented an overview of the role of the Committee and its relations with Cablevision since 1983, and facilitated a general discussion about cable television.

July - Cablevision of Brookline General Manager Jay Somers appeared before the Committee to discuss forthcoming fee increases and changes to the channel line-up. He also responded to questions regarding Cablevision's operation in Brookline. Brookline Access Television (BAT) Director Karen Chase introduced new BAT President Steve Markman.

September - RCN Vice-President for Municipal Relations Thomas Steel, Director of Network Operations Michael Boruch, and Contract Administrator Marc Malone met with

the Committee to talk about projected services including CATV, long distance telephone, and high speed Internet access.

October - Cablevision of Brookline General Manager Jay Somers and Regional Director of Operations David Dane appeared to discuss customer service issues.

December - Cablevision of Brookline General Manager Jay Somers met with the Committee to discuss rate increases scheduled to go into effect in early 1999. The Committee discussed joint financial reports for Brookline and Boston filed by Cablevision and indicated that it would want to examine data specifically for Brookline. The Committee

also discussed the placement of Cablevision's hub site as well as the company's possibly moving of staff between its Brookline and Boston offices and any impact this might have on BAT. RCN Senior Manager of Customer Care and Special Projects Shirley Clark and Director of Engineering and Construction Ralph Canina appeared before the Committee to discuss outstanding customer service and system construction matters.

Media Coverage

In 1998, Committee members and staff were interviewed by the Brookline Tab, Boston Globe, and Boston Herald.

Commission for the Disabled

The Brookline Commission for the Disabled had a very active 1998. Led by Chair Joan Crowley, the Commission met the third Wednesday of every month.

The Commission was saddened by the death of longtime member and disability activist Barbara Gopen.

A primary goal of the Commission is to work with the public and private sectors in assuring accessibility for persons with disabilities. In that role, the Commission worked with the Town Clerk, the ADA Coordinator, and the Building Commissioner to examine accessibility at all town voting polls. Several visits were made to each poll while accessibility improvements were completed. The Commission studied plans for evacuation of town buildings in case of emergency. Emphasis was placed on increasing safety for disabled town workers and citizens. The Commission reviewed and evaluated plans for the Baker School renovation and expansion, as well as those involving the High School. The Commission discussed various accessibility

improvements.

In the private sector, the Commission evaluated plans for expansion and increased accessibility at Kurkman's Market.

Working with member Melvin Ritter, the Commission critiqued a video developed by the federal government regarding the employment of persons with disabilities.

Lastly, the Commission participated in a Brookline Access Television show on accessibility problems with town buildings. The show was produced by "WBRK - Round and About Brookline" and featured host Christopher Crowley attempting to access different town facilities in a wheelchair. Commission member Linda Zack, a mother with two children who use wheelchairs, pointed out many of the obstacles her children had to overcome while attending Brookline schools.

Council on Aging

The Brookline Council on Aging, whose members include both statutory representatives from other town departments and Brookline citizens, maintains offices in five town-owned buildings - three in housing for the elderly and two in public schools. It plans, coordinates, and delivers comprehensive services to town residents over 60, and its professional staff provides: information and referral; counseling from trained social workers; the HELP program, which finds and trains workers to help individual elders with household tasks; medical emergency identification; employment service and volunteer placements; and a range of educational and social programs.

The Council cooperates with other public and private organizations that serve the elderly. West Suburban Elder Services provides a group nutrition program and partially funds an Elderbus, while a cab discount system operates

with help from the Town's two taxi companies. The Brookline Library runs free senior cinema programs and lends space at its two branches for bridge and book discussion groups. The Brookline Health Department sponsors blood pressure and flu vaccine clinics and Brookline Adult and Community Education offers special classes for seniors. Both the Vision Foundation and Beth Israel/Deaconess Medical Center have worked with the Council to present educational programs.

Volunteers are at the heart of Council activities. They run a Retired Men's Club, the Solemates walking group, and the Friendly Connection, which brings people with similar interests together. Volunteer local attorneys staff a monthly Brookline Legal Assistance Bureau, providing individual seniors with advice and referrals while other volunteers lead an Alzheimer's support group and provide counseling

on health insurance options. Other volunteer activities include the NEEDS program, helping stretch individual food budgets; the Library Connection, which delivers library books to homebound elders; and the SHOP program, in which high school students help older persons with grocery shopping. The annual Senior Crafts Fair in December raised over \$1,100 for crafts programs in the planned Senior Center.



Council on Aging

This year, trained volunteers have participated in two important Council programs: a survey of Brookline residents over 85 to assess their service needs and a series for older people concerned about falls. Fear of falling is common for the elderly and the goal of the series is to reduce that fear by exercise and balance training. This summer, 12 volunteers were trained by the New England Research Institute to lead the sessions, enabling the Council to offer the program three times in the Fall, with

plans for more sessions next year. Called "A Matter of Balance," it was co-sponsored by the Brookline Housing Authority and Health Department, as well as the Beth Israel/Deaconess Medical Center.

Two long-term staff members retired from the Council this year: Eve Dansker, who ran the BETS cab discount program and had been with the Council for 25 years, and counselor Deidre Waxman, who worked for a decade. Progress toward a new Senior Center on Winchester Street continues, with approval for the architects' designs secured from the Planning and Transportation Boards and the Board of Appeals. Throughout the process, the Council on Aging has been heartened by the cooperation of town agencies, the advocacy of Council board members and the Retired Men's Club, and support from both young and old in the wider community.



Brookline seniors at the September Arts in the Park Fair, Larz Anderson Park

Veterans' Services

Massachusetts General Laws mandates the Department of Veterans' Services, which is responsible for assisting needy Veterans and/or their dependents with ordinary living and medical expenses. Directives issued by the State Commissioner of Veterans Services regulate the scope of these expenses. Assistance is provided for ordinary living expenses including rent, food, clothing, and utilities. Medical assistance covers expenses for hospital inpatient or outpatient stays, medications, doctor visits, laboratory work, dental care, and stays at nursing homes. All medical bills are paid at a rate set by the State. Veterans and/or their dependents who are over 65 years of age or disabled and receiving Social Security Disability or Medicare coverage are covered by a Medicare supplemental insurance that covers the cost of prescription drugs after a co-payment by this office. This results in substantial savings to the Town of Brookline.

The Town appropriates the full amount of money that is needed to assist the Veterans and/or their dependents and each month a report is submitted to the Department of Veterans' Services itemizing the expenditures and services provided and approved by the Director of Veterans'

Services. Per Massachusetts General Laws, Chapter 115, the State is required to then reimburse the Town 75% of all approved expenditures. The Veterans' Office of Brookline has maintained a 100% approval of all expenditures, which in turn is a savings to the Town. Also, because of legislation pursued by the Veterans' organizations, the State will now reimburse the Town 75% for the cost of the flags that decorate the graves of Brookline Veterans on Memorial Day (approximately 3,750 graves are decorated).

The Department is obligated to file for all Veterans' Affairs benefits to which a veteran may be entitled, as well as other federally funded or state funded benefits, such as Social Security, SSI, SSDI, Unemployment Compensation, housing, etc. The amount of Veterans' Affairs direct payments received by the Town of Brookline veterans and or /their dependents for the last calendar year was in excess of \$5,000,000.

The Department maintains copies of discharge records and vital statistics for most Brookline veterans. Grave registrations are recorded to ensure that all Veterans' graves are decorated with a flag on Memorial Day. The



Veterans' Day Celebration special guest speaker, Jenny Cruze, a fifth grade student at Pierce School.

Department is responsible for ordering grave markers on request for the Veterans interred in Holyhood, Walnut Hills, and Walnut Street Cemeteries.

The responsibilities of Veterans' celebrations such as Flag Day, Veterans' Day, and Memorial Day are handled through the Brookline Veterans' Office. This year our Veterans' Day Celebration included a special guest speaker, Jenny Cruze, a fifth grade student from the Pierce School. The Flag Day Celebration honoring the Department of Public Works was a great success thanks to the efforts of the Flag Day Celebrations Committee. The Flag Day Celebration cost is supplemented with an Ad Book championed by Commissioner James Nickerson of the Building Department.

The continued success of our ADOPT A POLE program provides a means to honor or show tribute to a veteran or someone special by displaying a flag.

1998 was a very successful year for our Brookline Veterans. Several legislative bills were passed which led to an increase in Veterans' benefits, burial allowances, annuities for Gold Star Parents, and the discontinuance of taxing veterans' pensions.

Commission for Women

In adherence to the requirements of Article XI-D of the Town By-Laws, as amended on May 26, 1997, the Brookline Commission for Women submits the following annual Report to the Board of Selectmen.

The goal of the Brookline Commission for Women is to play a consolidating role in the Town and the community to identify and address the many issues facing women today. Currently the Commission has six appointed members with an additional two appointments pending and a liaison from the office of Town Counsel. The Commission is dedicated to ensuring that the women's rights are protected and that gender equity is upheld.

The Commission co-sponsored a program with the Brookline Center for Adult Education to look at issues affecting working women and childcare. The panel presented a broad spectrum of perspectives on the issue, as well as providing valuable resources to those attending. The Commission hopes to organize more of these events in the future and is always open to suggestions from the community. An on-going study of the status of women in town employment and town government is also currently underway.

This year the Commission hosted the 9th Annual Student Essay Contest in celebration of Women's History Month. The competition encourages students to write an essay about "A Woman Who Has Inspired Me" in an attempt to raise the students' consciousness about the role women

play in their lives. All Brookline public school students in grades five through eight are eligible to participate. Each year has seen an increase in both the number of entries and the enthusiasm of teachers and students, and 1998 was no exception, with almost 400 essays submitted. Submissions are judged by the Commission and prizes awarded to the first, second, and third place students in each grade. Brookline Booksmith donated the gift certificates that were awarded as prizes. Other members of the community also supported the Awards Ceremony, which was held on March 25 in the Selectmen's Hearing Room and was taped and later shown on Brookline Access Television. Students read their award-winning essays and introduced their "inspiring woman", always a moving moment for participants and the audience.

Various members of the New England Coalition of Women's Commissions have made themselves available to current Brookline Commissioners to help strategize around recruitment and diversifying membership. Recruitment is a major objective of Commission efforts this year as well as attempting to have the Commission represent the make-up and needs of the whole community. A dynamic and engaged Commission for Women has much to offer the Town of Brookline and its citizens. Community input is greatly encouraged. Next year is the 10th anniversary of the Brookline Commission for Women and it is hoped that we will be able to mark the event in some significant ways throughout the year.

Americans with Disabilities Act Transition Team

The federally-mandated Americans with Disabilities Act (ADA) Transition Team was created by the Board of Selectmen in 1993. The goal of the Transition Team remains the evaluation of town programs, services, buildings, streets, sidewalks, parks, and playgrounds in order to assure accessibility for persons with disabilities.

Membership

In 1998, Team members included then-Selectwoman Ronny Sydney, who served as Chairwoman, Human Relations-Youth Resources Commission Director C. Stephen Bressler, Brookline Public Schools Special Education Administrator Pat Walsh, Public Works Commissioner Thomas DeMaio, Preservation Commission member Ruth Dorfman, Commission on Disabled member Ellen Fitzgerald, Linda Freeman, Roger Goldstein, Associate Town Counsel Joslin Ham, Building Commissioner James Nickerson, and Louise Russell.

Administration

The Transition Team received staff and budgetary support through the Human Relations-Youth Resources Commission. Director C. Stephen Bressler served as ADA Coordinator.

Programming

ADA Coordinator Stephen Bressler continued to work with

Director of Public Buildings Charles Simmons in implementing the Transition Plan. He also worked with Town Clerk Patrick Ward, Selectman Gil Hoy, Building Commissioner James Nickerson, Commission for the Disabled members Joan Crowley and James Kinsellagh, Associate Town Counsel Joslin Ham, and resident Brendon Donovan to review accessibility to building areas used for voting during town elections. Site visits were made on May 16 and October 9. Areas that required improvement were referred to the Building Commissioner and to the Commissioner of Public Works for further action.

On July 7, the ADA Coordinator and resident Brendon Donovan reviewed areas of Olmsted Park that had come into question with regard to accessibility. Discussion on this project and on other park projects were continued with the Directors of Planning and Engineering.

The ADA Coordinator attended the November 12 meeting of the Brookline Commission for the Disabled.

On September 25 and 26, the ADA Coordinator attended an accessibility monitoring seminar sponsored by the Massachusetts Office on Disability in Newton.

During January, February, and July, the ADA Coordinator and Personnel Department staff met with Massachusetts Rehabilitation Commission staff to discuss training issues regarding employees with disabilities.

FINANCE

Finance Department

Department

The Department of Finance was established by the enactment of special legislation, Massachusetts General Laws, Chapter 25 of the Acts of 1993. This Home Rule Petition was the culmination of extensive work by the Town's Committee on Organization and Structure. The intention of the reorganization was to establish a consolidated and unified Finance Department that would provide coordination for all financial activities. The end results were to attain efficiency and improved effectiveness in operations, flexibility in resource utilization, economies from a larger scale operation, elimination of duplication, improved communications, and an environment that would foster development of innovative and creative initiatives. The Department was created on July 1, 1993 and was staffed and became operational during January, 1994.

Organization

The Department is comprised of the following divisions:

- Division of Accounts managed by Judith A. Haupin, Town Comptroller
- Division of Assessing managed by George F. Moody, Chief Assessor
- Division of Computer Services managed by Jonathan T. Snodgrass, Manager
- Division of Purchasing managed by Mary A. Dukakis, Chief Procurement Officer
- Division of Treasury managed by Harvey J. Beth, Treasurer/Collector

The Department is overseen by the Director of Finance who is responsible for the management of the administrative functions of the various divisions as well as the coordination of all functional activities. The enabling act stipulates that one of the divisional managers shall also serve as the Director of Finance. Harvey J. Beth, Treasurer/Collector, has served as the Director of Finance since its creation.

Fifth Year Accomplishments

Much of the activity of the Finance Department was devoted to the continued search for improved operating procedures with an emphasis on maximizing efficiency and productivity. A comprehensive review of the significant accomplishments of the Finance Department is summarized within the individual divisional reports that follow. The Finance Department team approach toward problem solving provided synergistic opportunities.

Several of the more noteworthy achievements that were accomplished through our collective and collaborative departmental team efforts are as follows:

- Maintained the Town's Aaa bond rating
- Made significant progress in computer systems upgrading, including Y2K compliance
- Significantly improved the computer networking system
- Expanded use of the electronic mail (e-mail) system
- Continued fiscal planning support services to the executive office
- Continued town-wide computer training
- Initiated GIS services and training
- Improved the Town's presence on the Internet
- Provided support services for special projects
- Expanded inter-divisional and interdepartmental personnel sharing and cross training
- Developed and formalized collaborative and group problem solving

Most of the items in the list above yielded significant tangible and intangible benefits. The periodic group meetings, working sessions, and occasional brainstorming discussion periods paved the way for stronger team building, resulting in an important team "esprit de corps" and providing a forum for collaborative and more creative problem solving. The team efforts, in consort with an expanded group established by the Town Administrator, helped develop sound fiscal policy that has brought attention to Brookline. We continue to receive wide-spread notice for our innovative policies and we get numerous inquiries from across the country for advice. The Bond Rating Company (Moody's Investors Services), as well as the State Department of Revenue, constantly refer other cities and towns to us for guidance.

Longer-term Objectives

Our primary objective is to continue to find ways to improve and accomplish the mission originally established for the Department of Finance. We are beginning to reach the maturity stage of our departmental development and are in search of ever-evolving better ways of providing the varied and diverse services that are critical to the Town's operations. We would like to continue to be viewed by many local governments as their "role model".

Consistent with the comments, a more in depth discussion of the longer-term objectives of the Department are found in the goals and objectives presented below. As a team, we will continue to assist one another in our efforts to accomplish and achieve. We are also dedicated to helping all other sectors of the Town in bringing enhanced first class

services to other municipal officials, our constituents, the Town's diverse resident groups, and all others that we serve or work with.

Special Notes

1998 has presented one unique problem that warrants special attention. The whole world is anxious about the potential problems that might impact our lives due to the rapidly approaching change in the millennium. Year 2000 computer compliance (known as Y2K) has become a major focus universally. Much attention and effort has been dedicated by the Town's computer users, under the leadership of the Town and School Information Technology Divisions, to assuring that the changeover will be seamless. An extremely well thought out and all-encompassing Y2K corrective action plan was developed and published over the Summer. The implementation and corrective action program commenced immediately upon plan acceptance by all. We are well on our way to resolving all of the identified Y2K problems. This effort is most noteworthy because of the tremendous cross-town agency cooperation and support that was experienced.

Another noteworthy event occurred during the year: Ed Clasby, the Town's Chief Procurement Officer of many years and an acknowledged "dean" in the municipal purchasing field, retired. A search team, which included the incumbent, was assembled to assist in finding a suitable replacement. After many hours of searching, interviewing, and reviewing, the team identified one outstanding candidate. We welcome Mary A. Dukakis, our new Chief Procurement Officer, to the Team. Mary has already become a valuable contributing member to our team.

The most noticeable recurring theme through out this report is often overlooked but always present. That theme is TEAMWORK. We, individually and independently, strive to achieve and accomplish our goals in an effective and efficient manner, but we never lose sight of our intra-dependent needs. The cooperation amongst the divisions of the Finance Department, coupled with the support received by all of the other town departments, is what distinguishes Brookline. We are grateful to all who have contributed to our success.

Comptroller's Division

In addition to the regular accounts payable, payroll, audit, general ledger, and federal and state reporting functions, the Comptroller's Office participated in several new projects during 1998. The major new projects included the installation of a new PC network-based payroll system and an image-based data warehouse and retrieval system. In addition, the Comptroller served on the Brookline Contributory Retirement System. Some of the key accomplishments are highlighted below.

Payroll

The Comptroller's Office moved forward in 1998 with newly installed payroll and imaging systems and continued to provide financial services to town departments, vendors, and citizens. In early January, 1998, both School and Town payrolls were converted over to a new PC network-based system. This new system has the advantage of retaining employee history, enabling us to provide better information. In addition, departments that previously had not had access to the system have gained access through the Town's networks. Over 1,200 town and 2,000 school employees were paid in excess of \$77,200,000 during the year without delay. More than 3,200 W2's were issued on January 16, 1999 and the usual myriad of payroll tax returns and deduction payments were issued in a timely manner. Employee deductions of more than \$2,800,000 were paid to the Brookline Contributory Retirement System and more than \$2,100,000 to the Massachusetts Teachers Retirement System. All payroll reports for the year have been scanned into the new imaging system, together with

related timesheets, resulting in improved research and retrieval and a reduction in the generation of paper reports.

Imaging

The imaging system is an initiative that has relieved some of our storage and historical data access problems. Documents are scanned into a PC network-based software package, which reduces the document to a computer image and stores it in a database. We then OCR (Optical Character Recognition) the images, enabling us to search the database for specific words. Approximately 60,000 pages of documents can be stored on one compact disk (CD). This system enables us to provide the payroll departments with 5 years of W2s on one CD. The CDs have software imbedded on them that enables easy searches and output to a printer. In late December, we upgraded the standalone workstation to an NT server, allowing multiple users to access the image databases residing on the network's hard drives simultaneously. This software also allows us to 'print' documents from our payroll system directly into the imaging software, eliminating the on-site printing of approximately three reams of paper a week.

Accounts Payable

Accounts Payable personnel, in conjunction with input from a variety of town departments, continued to service the more than 7,000 active vendors, processing more than 40,000 invoices that resulted in approximately 19,500 vendor checks. Approximately 120 1099's were issued in

January, 1999 to vendors providing services. The Accounts Payable personnel routinely audits all invoices before the payments are processed and then matches up the resulting checks with their supporting documents for archiving in-house and mailing of payments. In August we began scanning invoices into the new Imaging System for archiving, rather than storing them in file cabinets, resulting in easier retrieval and research.

Assessing Division

VALUATION AND TAX RATES

In 1998 the Board of Assessors increased assessed values for FY99 as follows:

- Condo's and Single Family by 8%
- Two and Three Family by 9%
- Apartments by 7.5%
- Commercial by 6.85%

These are based on the increase in sale prices for calendar year 1997. The Assessors annually review the assessments as measured against recent sales to gauge conditions and trends in the market. After analyzing the sales, the Assessors decided that the above percent increases were warranted. This adjustment in assessed values more accurately indicates the fair market value as of January 1, 1998 for FY99. This increase in FY99 assessed values caused a reduction in the tax rate: in FY98, the residential tax rate was \$17.55 and the commercial tax rate was 28.79, while in FY99 the residential rate dropped to \$16.91 and the commercial rate dropped to \$27.90. Overall the average tax bill increased by 4.5% if no other improvements were made to the property.

REVALUATION

The Assessing Department is continuing to inspect properties throughout the year to verify the accuracy of our records and to complete the required town-wide inspection of all property within a four-year period. We are striving to improve the quality and accuracy of our database to ensure that all areas of the Town and all classes of property are treated equitably.

The inspection process has been intensified as we have started our recertification project for FY 2000. This triennial recertification is required by statute and will require all the resources of the Assessing Department and additional support from the Information Services Department.

DATA ENHANCEMENT

We have entered all the commercial data previously held on paper records. Our computer database now includes sketches of all commercial and apartment properties.

The Comptroller and her staff worked closely with other key departments to enhance internal controls, financial processing, and reporting for the Town. The Comptroller gratefully acknowledges the fine efforts of her Department, in conjunction with the efforts of other town departments, which have contributed to this highly successful year.

The electronic photo imaging of all buildings in Brookline is approximately 80% complete. We are continuing to integrate this information within the GIS System. This means that in the near future, all data for ownership, sales, property characteristics (detailed interior descriptions), sketches, and photographs will be available in one place. GIS will also assist the Assessors in scheduling inspections, sales analysis, neighborhood identification, and demonstrating the value of properties before the Appellate Tax Board.

APPEALS

Cases before the Appellate Tax Board have been at a manageable level for the past few years, leveling out to between 200 and 300 cases.

The number of abatement applications dropped to 334 in FY 99, the second lowest filing in at least three decades. FY 81 had the lowest filings of applications at 330, a ratio of 2.75% abatements per number of tax bills; the FY 99 ratio was 2.05%. The downward trend in applications is evidence of our efforts and is also attributable to the good economic conditions.

PUBLIC INFORMATION

Public access to the Assessors' data is still one of the Assessors highest priorities. We have two computer terminals available at the Main Branch of the Brookline Public Library. The Library terminals allow the public greater access to assessing information during non-business



Board of Assessors

hours. Our office has four terminals available for public access. Ownership and valuation information is available on the Internet at "<http://www.town.brookline.ma.us/Departments.html>" under the section entitled "Assessors", where it is possible to peruse data on ownership and values.

Informational guidelines and pamphlets regarding statutory exemptions, residential exemptions, and abatement procedures are available at our office.

STAFF

Our staff has expanded its computer capabilities through extensive training and informal peer to peer assistance programs to better serve the public. It should also be

noted that George Moody, Chairman of the Board of Assessors, received the Presidents Award from the Massachusetts Association of Assessing Officers (MAAO). This award is given to the Assessor who has made an outstanding contribution to the assessing profession in espousing its goals and principles. In addition, Linda MacDonald, Assistant Assessor who is also the Chairman of the Appellate Tax Board Committee for the MAAO, received "the most educational" award for her committees' exhibit at the Assessors Summer conference.

Finally, the Board of Assessors wishes to commend the staff for their continuous efforts to upgrade their professional qualifications and for their willingness to always be of assistance to the public.

Information Technologies Division

As indicated in last year's Annual Report, a major portion of 1998 was spent on the Year 2000 problem. We had targeted the old I. B.M. mainframe for removal and accomplished it in the 1st quarter of 1998. After a significant undertaking, we produced an extremely well thought out and all encompassing Y2K corrective action plan. Software has been purchased for the migration of Hewlett Packard systems to an NT environment. Application conversion, data conversion, and program testing is well underway. The Police Department is handling the Public Safety upgrade, which is also underway.

We have completed one full year under our new payroll system and have successfully integrated it with the Town's Financial System. Our GIS (Geographical Information Systems) group, under the leadership and supervision of our GIS Manager, Feng Yang, continues to make impressive strides in systems development and deployment. Our inventory of data layers has grown significantly and we have some very effective new applications. Many of the requests, especially in the area of property abutters, formerly requiring a multi- step process involving manual lookups followed by detailed data entry, are now done in the user department in a single step. As we add additional data layers to the system it becomes more and more important to maintain these layers. Data maintenance is the key to successful utilization of a GIS system. As the Town becomes more dependent on these systems data, integrity becomes increasingly important. We are aware of this need and will be working hard to meet the demands it places on us.

We have also taken steps to improve the Internet presence of the Town. Money was budgeted in FY99 for development of Web-based applications and an improved look to our Web site. As soon as funding became available in

July, we purchased and installed a new server for the Brookline Web page. Prior to this, the only Web Server was housed in Brookline High School. We now have two: one for the School Department and one for the Town. As the School Department is activating classroom laboratories and bringing students "on-line", it became prudent to tighten security and separate curriculum from administration. That has been accomplished. As part of that effort, an "Intranet" server was also installed. This will house web-based applications for internal use only. The first of these is a web-based Service Order designed by the Building Department that will provide a paperless means of requesting services. The Building Department can review a request, schedule and assign responsibility, and provide notification of completion. The application is up and running in a test environment and will be released to production shortly. The design of the application was such that other applications can be easily added.

As part of the annual audit for 1998, recommendations were made by the Town's auditors in the area of Information Technology. The first area was a tightening of computer system security. That was done immediately. All passwords now expire on preset time intervals. Network security was enhanced through the installation of a firewall and additional routers. All Internet access is outside of the firewall. The second request was a policy statement with regard to computer security and usage. A policy has been drawn up by Town Counsel for review by the computer Advisory Committee. After the policy is finalized, it will be passed on to the Selectmen for approval. The third item was a statement of the Town's assessment and progress with regard to Y2K issues. The I.T. Department prepared a recap of progress to date shortly thereafter and submitted it to the auditors. This report is being updated on an on-going basis to reflect our progress.

A primary project in addition to the Y2K efforts was the implementation of a town-wide Permitting System. An RFP was prepared last summer and a review committee was put in place. A vendor has been selected and the contract was signed in early 1999. Initial applications will be

Health Code enforcement, Building Permits, and Business Licenses. The next planned phase in all likelihood would be the Department of Public Works. Our GIS manager will manage the project, as all databases constructed will be linked to our present GIS system.

Purchasing Division

EXECUTIVE CHANGE

The Purchasing Division underwent some changes this past year with the retirement of Chief Procurement Officer Edward Clasby. Ed served the Brookline community for over 34 years, bringing to the job an expertise in town government and procurement that helped bring the Town through many changes over the years. Ed was respected by his peers as an expert in the procurement field. He consistently volunteered his advice and knowledge throughout the state in many organizations and committees. The Town wishes Ed all the best in his retirement years.

The new Chief Procurement Officer, Mary Dukakis, started her new role in June of 1998. The changeover went easily with little disruption. Mary arrived during the height of the busy ordering season, which occurs during year-end. The smooth transition can mostly be attributed to the excellent skills of the Purchasing staff who put in the extra effort to welcome the new department head and orient her on the workings of the Town and the many projects, which were underway at the time. Mary would like to extend a special thank you to Joanne DeLucia, Elizabeth Carroll, and Leonore Nicolay for their exceptional help and effort during this time.

Part of the transition also included beginning the certification program offered by the Inspector General's Office. The program was established to offer three types of certification: general contracting, supplies and services, and design and construction. The new Chief Procurement Officer has completed the general contracting certification and will be looking to complete the supplies and services program in Spring, 1999.

STREAMLINING PURCHASING SYSTEM

As she begins her tenure in Brookline, Mary is looking forward to beginning the process of analyzing the services provided by the Purchasing Department and determining ways to streamline the procurement process. By making the process more efficient, orders can be processed quicker, getting important goods and services in the hands of departments needing them to perform their work. A key part of this process will be researching the feasibility of implementing a computerized Purchasing system. It is felt that this will save the Town in time and resources.

ANNUAL ACTIVITY

As it has every year, the volume of orders passing through the Purchasing Division has increased. This past year, 133 public bids were processed through the Division. Each published bid requires extensive research and management on the part of the staff to ensure compliance to all applicable laws, and to ensure that the Town is getting the best value for its money. Approximately 6,000 purchase orders were also processed through the Division for both the Schools and the Town.

SCHOOL SUPPORT SERVICES

The Purchasing Division spent a great deal of time supporting the final stages of the Brookline High School project. Major phases to come to completion included the delivery of the majority of office and classroom furniture, language lab equipment, and lighting systems for the performance areas. As the miscellaneous details still need to be completed, the Purchasing Division will continue to support this project. Next on the horizon is the Baker School renovation project. Purchasing has already begun meeting with project managers and architects regarding time lines and equipment needs.

While working in conjunction with the School Department, Purchasing has developed for the first time a Finance and Procurement Handbook for the faculty and staff of the School Department. Not only will this book serve as a valuable resource on policies and procedures, but it will also be accompanied by a series of training classes for staff on the most efficient way to procure goods and services. Part of the goal for this program is to enable faculty and staff to make more informed decisions on how to procure goods and services in the least costly manner. This will also streamline the process and eliminate unnecessary delays.

UTILITY DEREGULATION

Working as part of the Utility Deregulation Committee two contracts were signed to save the Town in energy costs. Due to the deregulation of electricity and natural gas, the Town was able to take advantage of cost savings for both commodities. A contract for electricity was issued using the HEFA cooperative agreement for the next five years. A contract for natural gas was also signed using a HEFA cooperative agreement. This contract is for one year and

will save the Town approximately 10% over costs from the prior year. The Purchasing Division will continue working with the Building Department and the Utility Deregulation Committee in seeking out further savings in years to come.

ALTERNATIVE PROCUREMENT

Normally, the Town has found it to be economically advantageous to purchase new equipment outright. This year, however, resulting in part from a low interest environment, the Town explored the alternatives again. As a result of this review, a lease was finalized for three new refuse packer trucks for the Department of Public Works. These trucks are to replace ones, which were determined to be too cost-

ly to repair. The three trucks totaling \$413,717 were leased at a very competitive rate of 4.29% and are expected to be in service for the Spring of 1999.

INTERNET ACTIVITY

A project has been under way to update and change the Town's Web site. The Purchasing Division has played a key roll in supporting the management of this project and identifying the best Web page development vendor. The goal is to create a Web site, which the citizens of Brookline can use to keep, apprised of town business and happenings.

Treasury Division

In compliance with the provisions of Chapter 41, Section 35 of the Massachusetts General Laws, the Treasurer is pleased to submit this annual accounting of the total cash receipts and disbursements for the fiscal year ended June 30, 1998. In addition, I have also included a summary of the highlights of the activities and accomplishments of the Department of Finance's Treasury and Collecting Division for the year. Historically, this report was a set of financial tables related to cash and debt statistics. In 1994, the format was changed to provide a report that reviewed results and provided information rather than just numbers. As was noted last year, favorable response to this new format was the impetus for elimination of the statistical data and the continuation of this new format. The tables and data that have been eliminated are, however, readily available upon request from this office. Details of cash transactions and debt activity are also contained in the Annual Audit Report, which can be found in the Library and the Town Clerk's Office. Hopefully this approach will provide more relevant information to our readers.

This was the fourth-full year of the rebuilding that began with the advent of a consolidated Department of Finance. The reorganization that began just over four years ago has continued and has strengthened. The functional workgroups that were initially created to provide more effective service and internal cross training are working out very well. Internal coverage for periods of peak needs was expanded. The specialized tax administration units established three years ago continue to demonstrate their value to taxpayers. Indications are that public service has significantly improved. Of equal importance, our departmental staff moral remains favorable and supportive.

Duties

This division is responsible for the collection and maintenance of all revenues from all sources, as well as the management and safeguarding of all funds, the administration

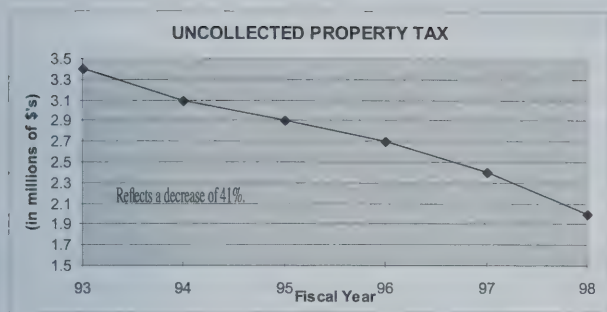
of all debt, and the proper disbursement of all funds. In summary, the aggregate receipts and disbursements, exclusive of temporary borrowing for the High School remodeling project, for the fiscal year that began on July 1, 1997 and ended on June 30, 1998 was as follows:

Cash and Investments - beginning of year	\$52,264,882
FY97 Cash Receipts	<u>\$248,726,194</u>
<i>Sub-Total</i>	<i>\$300,991,076</i>
Less:	
FY97 Cash Disbursements	(\$228,603,846)
Cash and Investments - end of year	\$72,387,230

The remainder of this report will focus on several major accomplishments that were achieved by the Division during the year.

Property Taxes

The aggressive delinquent collection campaign that was initiated in 1994 continued during the year. Again, for the fifth straight year, we reduced the outstanding and unpaid property taxes. The level of overall unpaid taxes for this year was reduced by over \$412,000, a 17% reduction from 1997 and an overall reduction of over 41% since 1994. Levels of overall unpaid taxes are the lowest they have been in over 13 years. The collection program described in the 1994 Annual Report has been very effective. Uncollected property taxes, including all delinquencies, have decreased from \$3.4 million at the beginning of FY94 to a level of \$2.0 million at the end of FY98, depicted in the graph on the next page.



Municipal Lien Certificates

An important responsibility of this Office is the timely and accurate issuance of municipal lien certificates (MLC's). This document is required before buyers and sellers of property can finalize any agreements for the transference of any real property. Lawyers and mortgage lending institutions depend upon this service. The owners of property about to be conveyed generally require immediate attention. Last year we issued a record number of MLC's, directly attributable to the record number of refinancings that Brookline homeowners undertook to take advantage of the low mortgage interest rates during the year. The total of 2,898 is about 1,500 more than the number issued, on average, during each of the past 10 years. Despite this substantial volume increase, we continued to respond within 2 to 3 days (with a few rare exceptions during systems changeover periods) to every request. We are very pleased to also report that even during the heaviest periods, our MLC's continued to accurately report the required information.

Motor Vehicle Excise

We continued to participate in the Registry of Motor Vehicle license renewal and registration renewal marking program. The failure to be able to renew these two important permits has proven to be a very effective collection stimulus. Unfortunately, however, due to timing of the issuance of bills by the Registry, uncollected outstanding motor vehicle excises increased by about \$20,000 at the end of the fiscal year. Collections for the first six months of FY99 reflect an increase because of the late FY98 billing. We continued to collect over 90% of the 38,888 bills issued during the year on time.

Cash Management

During the year, \$1,765,333 in investment income was earned, \$402,519 more than the amount earned during FY97. This increase was the result of an aggressive cash management program that was instituted during the latter part of 1994. Use of a new automatic "sweep" account that invests funds each night, along with a weekly interest rate bidding request program, have insured obtaining the highest rates available while maintaining safety and liquidity

throughout the year. Higher risk type investments, such as derivatives and similar devices, are specifically avoided. The Commonwealth's "legal" list of investments for savings banks and other thrift institutions are the only allowable investments that are used. Additional cash related to the High School construction program also contributed to this increase in interest earned.

Other Accomplishments

Through an on-going competitive bidding program, we continued our five-year record of reduced bank service costs while increasing the level of bank services. Our costs decreased from \$46,700 in FY97 to \$37,400 in FY98. Five years ago, similar banking services were costing us about \$150,000.

Expenses related to other financial advisory services, especially with the issuance of bonds, were similarly put out to bid. Since 1994, we have been able to retain the same level of service with a 45% reduction in costs. At the same time, our volume of activity has increased almost 150%, due in large part to the High School remodeling project. As has been noted previously, we have been able to keep these costs in check, in part, because we have undertaken a significant portion of this work internally.

As was stated last year, we continue to derive benefit from special enabling legislation related to qualified school construction borrowing. During 1996, the Legislature passed a law that allowed us to delay the permanent borrowing related to the \$43.8 million High School remodeling debt exclusion project. This act made it possible for us to issue five year temporary notes for the first time, enabling us to delay permanent borrowing and to enter into temporary borrowing that only requires interest payments for a lengthy construction period. This new legislation allows us to defer payment of bond principal until we begin to receive our 61% reimbursement entitlements from the State. This has helped delay and minimize the impact on the tax bills for the first five or so years of the project.

Closing

Again, your Treasurer/Collector presents these accomplishments with pride. They signify our collective efforts on behalf of our community. One of the most significant messages contained within this report is that we are a team of professional public sector employees who pride ourselves in providing a high level of quality service. As the manager of the Division, I express my sincere appreciation to an exceptional staff of dedicated people who continue to make this all happen. My very personally satisfying job and our many successes are a direct result of their exemplary performance. I remain forever grateful to each and every one of them.

Retirement

Board Members

Fred Taub	Chairman
Judith Haupin	Selectmen's Appointment
Harvey J. Beth	Selectmen's Appointment
Joseph P. Duffy	Elected Member
James Riley	Elected Member

Staff

William M. Wolf	Director of Retirement
Helen C. Trahon	Assistant Director
Barbara McDonald	Administrative Assistant

The Brookline Retirement Board administers, in accordance with M.G.L. Chapter 32, the Contributory Retirement System, which includes most town employees excluding teachers who are covered by the State Teachers' Retirement System. The Board and staff are overseen by the Public Employee Retirement Administration Commission (PERAC), the state agency responsible for the administration and regulation of 107 public retirement systems state-wide.

The retirement staff administrated by a Director and overseen by a five-member Board, provides counseling to employees regarding their rights and benefits, processes all retirements voted by the Retirement Board, issues annual statements of account to all members, and performs the accounting of all administrative and investment

related expenses. A copy of all accounting records is sent to the state monthly. The staff is also responsible for maintaining membership records, retiree records, and issuing a monthly payroll to approximately 850 town retirees.

The Retirement Board employs five professional investment managers to invest the assets of the retirement system in accordance with investment policies promulgated by the Board and approved by the State. In addition to the managers, a bank custodian is retained for the custody of the investment portfolio and an asset consultant is on retainer to provide investment advice to the Retirement Board and perform manager searches, when necessary, performance evaluations, and to assist on all other matters regarding the investment of the pension fund. An actuary is also retained in order to provide a report on the funding of the pension fund and to determine the proper annual appropriation to be made by the Town. This information is sent to the State to be certified.

PERAC provides an annual financial performance report to all 107 retirement systems. In 1998, the Brookline Retirement System investment return was 19.95%. Over five years, the fund has returned 13.73%. The pension fund's market value at the end of 1998 totaled \$145 million. An updated actuarial valuation as of January 1, 1998 indicated an underfunded liability of \$52,690,000, a decrease of \$10.3 million from the 1996 report. The fund as of January 1, 1998 is 69.8% funded versus 59.7% as of January 1, 1996 and is expected to be 100% funded by the year 2028.

In addition to fund performance, the Town and Retirement Board worked together to vote a cost of living adjustment (COLA) to the retirees of the system. This will ensure that the retirees continue to receive a benefit that had been previously funded by the State.

TOWN OF BROOKLINE TELEPHONE DIRECTORY

MAIN NUMBER 617-730-2000

EMERGENCY TELEPHONE NUMBERS:

POLICE	911
FIRE	911
AMBULANCE	911
HIGHWAY	646-2700
PARKS	730-2167
WATER/SEWER	730-2175
HOME HEATING	730-2300 (weekdays)
	730-2222 (evenings & weekends)

<u>DEPARTMENT</u>	<u>TELEPHONE</u>	<u>FAX</u>
ASSESSORS	730-2060	739-7572
BUILDING	730-2100	739-7542
COMPTROLLER	730-2022	730-2298
COUNCIL ON AGING	730-2111	739-7515
ECONOMIC DEVELOPMENT	730-2468	730-2442
FIRE (office)	730-2272	730-2391
FIRE (non-emergency)	730-2260	
HEALTH	730-2300	730-2296
HUMAN RELATIONS/YOUTH RESOURCES	730-2330	730-2296
INFORMATION SERVICES	730-2003	739-7571
LIBRARY		
MAIN LIBRARY	730-2345	
COOLIDGE CORNER BRANCH	730-2380	
PUTTERHAM BRANCH	730-2385	
ADMINISTRATIVE OFFICE	730-2360	232-7146
PERSONNEL	730-2120	739-7519
PLANNING	730-2130	730-2442
POLICE (non-emergency)	730-2222	730-8454
PRESERVATION COMMISSION	730-2089	739-7542
PUBLIC WORKS		
ADMINISTRATIVE OFFICE	730-2156	730-2258
CEMETERY	730-2179	730-2258
CONSERVATION	730-2088	730-2258
ENGINEERING	730-2139	730-2258
HIGHWAY	646-2700	646-2715
PARK/FORESTRY (non-emergency)	730-2145	730-2167
WATER/SEWER (non-emergency)	730-2170	730-2258
RECYCLING HOT LINE	730-2500	
PURCHASING	730-2195	264-6446
RECREATION		
MAIN OFFICE	730-2069	739-7531
GOLF COURSE	730-2078	
GYM	730-2779	
HIRE ONE	730-2779	
RAFT PROGRAM	739-7578	
SKATING RINK	739-7518	
SWIMMING POOL	730-2778	
RETIREMENT	730-2028	730-2298
SCHOOLS	730-2400	730-2108
SELECTMEN	730-2200	730-2054
TOWN ADMINISTRATOR	730-2211	730-2054
TOWN CLERK	730-2010	730-2298
TOWN COUNSEL	730-2190	730-2054
TRANSPORTATION	730-2177	730-2258
TREASURER	730-2020	730-2298
VETERANS' SERVICES	730-2112	730-2296

To view the Brookline Home Page on the Internet as well as the community service page "Brookline On Line", maintained by Mark Levy, please visit "<http://www.town.brookline.ma.us>".

TOWN OF BROOKLINE, MASSACHUSETTS

Settled: 1638

Incorporated: 1705

Population: 53,089
Land Area: 6.81 Square miles

Government: Representative Town Meeting (248 Town Meeting Members) with five-member Board of Selectmen and Town Administrator.

Located four miles from downtown Boston, in Norfolk County, Brookline is one of the largest towns in New England. It is primarily a mature suburban, residential community. The primary occupations of Brookline residents are management and professional, heavily concentrated in the fields of medicine and education.

FY 1999 Assessed Valuation:
\$5,768,927,400

FY 1999 Tax Rate:

Residential \$16.91
Commercial \$27.90
Residential Exemption \$71,170

Political

Registered Voters	31,771
Democrats	14,356
Republicans	2,994
Unenrolled	14,364
Libertarian	28
Reform	16
Rainbow Coalition	7
Socialist	2
Green Party USA	2

Brookline Legislators

United States Senators

Edward M. Kennedy
John F. Kerry

United States Representative in Congress

Barney Frank

State Senator

Cynthia Creem

State Representatives

Ronny Sydney
Ruth Balser
Paul C. Demakis
David Donnelly
Brian Golden

The Town of Brookline is an Affirmative Action/Equal Opportunity employer.

The Town of Brookline does not discriminate on the basis of disability in admission to, access to, or operations of its programs, services, or activities.

The Town of Brookline does not discriminate on the basis of disability in its hiring or employment practices.



Town of Brookline, Massachusetts

*General Purpose Financial Statements
and Required Supplementary Information
and Supplemental Schedules for the
Year Ended June 30, 1998
and Independent Auditors' Report*

TOWN OF BROOKLINE, MASSACHUSETTS

TABLE OF CONTENTS

	Page
INDEPENDENT AUDITORS' REPORT	1-2
GENERAL PURPOSE FINANCIAL STATEMENTS AS OF JUNE 30, 1998 (PENSION TRUST FUND AS OF DECEMBER 31, 1997) AND FOR THE YEAR THEN ENDED:	
Combined Balance Sheet – All Fund Types and Account Groups	3-4
Combined Statement of Revenues, Expenditures and Changes in Fund Balance – All Governmental Fund Types and Expendable Trust Funds	5
Statement of Revenues, Expenditures and Other Financing Sources (Uses) – Budget and Actual (Budgetary Basis), General Fund	6
Combined Statement of Revenues, Expenses and Changes in Fund Equity – Internal Service Fund, and Nonexpendable Trust Funds	7
Combined Statement of Cash Flows – Internal Service Funds and Nonexpendable Trust Funds	8
Statements of Changes in Net Assets Held in Trust for Pension Benefits (Fund Balance Reserved for Employees' Pension Benefits) for the Year Ended December 31, 1997	9
Statement of Changes in Assets and Liabilities – Agency Funds	10
Notes to General Purpose Financial Statements	11-34
REQUIRED SUPPLEMENTARY INFORMATION:	
Schedule of Funding Progress of the Town of Brookline Contributory Retirement System for the Two Years Ended December 31, 1997	35
Note to Required Supplementary Information	36
SUPPLEMENTAL SCHEDULES AS OF AND FOR THE YEAR ENDED JUNE 30, 1998:	
I – Reconciliation of Treasurer's Cash and Cash Equivalents	37
II – Taxes	38
III – Computation of Legal Debt Margin	39



INDEPENDENT AUDITORS' REPORT

The Board of Selectmen
Town of Brookline, Massachusetts:

We have audited the accompanying general purpose financial statements of the Town of Brookline, Massachusetts (the "Town") as of and for the year ended June 30, 1998 (December 31, 1997 for the Pension Trust Fund) and for the year then ended, listed in the foregoing Table of Contents. These general purpose financial statements are the responsibility of the Town's management. Our responsibility is to express an opinion on these general purpose financial statements based on our audit.

Except as discussed in the following paragraph, we conducted our audit in accordance with generally accepted auditing standards. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the general purpose financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the general purpose financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audit provides a reasonable basis for our opinion.

Governmental Accounting Standards Board ("GASB") Technical Bulletin 98-1, "Disclosures about Year 2000 Issues," requires disclosure of certain matters regarding the Year 2000 issue. The Town has included such disclosures in Note 18. Because of the unprecedented nature of the Year 2000 issue, its effects and the success of related remediation efforts will not be fully determinable until the Year 2000 and thereafter. Accordingly, insufficient audit evidence exists to support the Town's disclosures with respect to the Year 2000 issue made in Note 18. Further, we do not provide assurance that the Town is or will be Year 2000 ready, that the Town's Year 2000 remediation efforts will be successful in whole or in part, or that parties with which the Town does business will be Year 2000 ready.

In our opinion, except for the effects on the general purpose financial statements of such adjustments, if any, as might have been determined to be necessary had we been able to examine evidence regarding Year 2000 disclosures, such general purpose financial statements present fairly, in all material respects, the financial position of the Town of Brookline, Massachusetts, as of June 30, 1998 (December 31, 1997 for the Pension Trust Fund) and the results of its operations and the cash flows of its proprietary fund type and nonexpendable trust funds for the year then ended; and changes in assets and liabilities of the Agency Funds for the year then ended, in conformity with generally accepted accounting principles.

As described in Note 1 to the financial statements, the Town implemented GASB Statement No. 25, "Financial Reporting for Defined Benefit Pension Plans and Note Disclosures for Defined Contribution Plans," GASB Statement No. 27, "Accounting for Pensions by State and Local Governmental Employers," GASB Statement No. 31, "Accounting and Financial Reporting for Certain Investments and for External Investment Pools," and changed its method of financial reporting in accordance with GASB Statement No. 32, "Accounting and Financial Reporting for Internal Revenue Code Section 457 Deferred Compensation Plans."

As discussed in Note 1, the Town changed its method of accounting for its workers' compensation risk financing activities.

Our audit was conducted for the purpose of forming an opinion on the general purpose financial statements taken as a whole. The accompanying required supplementary information and supplemental schedules listed in the foregoing Table of Contents are presented for purposes of additional analysis and are not a required part of the general purpose financial statements. These schedules are also the responsibility of the Town's management. Such additional information has been subjected to the auditing procedures applied in our audit of the general purpose financial statements and, in our opinion, is fairly stated in all material respects when considered in relation to the general purpose financial statements taken as a whole.

Deloitte Touche LLP

March 26, 1999

TOWN OF BROOKLINE, MASSACHUSETTS

COMBINED BALANCE SHEET - ALL FUND TYPES AND ACCOUNT GROUPS
JUNE 30, 1998 (EXCEPT FOR THE PENSION TRUST FUND WHICH IS AS OF DECEMBER 31, 1997)

	Governmental Fund Types			Proprietary Fund Type		Fiduciary Fund Types			Account Groups			Total (Memorandum Only)	
	General	Special Revenue	Capital Projects	Internal Service Fund		Trust and Agency	Pension Trust		General Long-Term Obligations	Fixed Assets		1998	1997 (As Restated)
ASSETS AND OTHER DEBITS													
CASH AND CASH EQUIVALENTS	\$ 25,112,803	\$ 3,283,669	\$ 18,381,935	\$ 3,635,295		\$ 3,028,020	\$ (97,393)		\$ -	\$ -		\$ 53,344,329	\$ 51,239,694
INVESTMENTS	-	-	-	-		9,969,219	120,393,025		-	-		130,362,244	112,934,628
RECEIVABLES:													
Property taxes	1,045,194	-	-	-		-	-		-	-		1,045,194	1,408,373
Property tax liens	949,863	-	-	-		-	-		-	-		949,863	997,767
Motor vehicle excise	1,542,592	-	-	-		-	-		-	-		1,542,592	1,522,247
Departmental	306,092	-	-	-		178,690	-		-	-		484,782	544,480
Intergovernmental	-	1,772,924	-	-		-	-		-	-		1,772,924	2,438,117
User charges	3,118,176	-	-	-		384,356	-		-	-		3,502,532	1,925,265
Accrued interest	-	-	-	-		-	829,942		-	-		829,942	744,937
Due from other funds	-	-	-	-		-	-		-	-		-	35,755
Other	-	-	-	-		28,955	1,951,903		-	-		1,980,858	1,749,045
PREPAID EXPENSES	616,416	-	-	586,933		-	-		-	-		1,203,349	604,729
PROPERTY, PLANT AND EQUIPMENT	-	-	-	-		-	-		-	107,521,615		107,521,615	76,093,028
OTHER ASSETS	-	-	-	-		18,729,437	-		-	-		18,729,437	16,368,054
AMOUNTS TO BE PROVIDED FOR THE RETIREMENT OF GENERAL LONG-TERM OBLIGATIONS	-	-	-	-		-	-		62,062,038	-		62,062,038	112,588,732
TOTAL ASSETS AND OTHER DEBITS	\$ 32,691,136	\$ 5,056,593	\$ 18,381,935	\$ 4,222,228		\$ 32,318,677	\$ 123,077,477		\$ 62,062,038	\$ 107,521,615		\$ 385,331,699	\$ 381,194,851
LIABILITIES, FUND EQUITY (DEFICIENCY) AND OTHER CREDITS													
LIABILITIES:													
WARRANTS AND ACCOUNTS PAYABLE	\$ 2,982,783	\$ 24,167	\$ 12,101	\$ -		\$ -	\$ 1,473,288		\$ -	\$ -		\$ 4,492,339	\$ 3,421,546
DUE TO OTHER FUNDS	-	-	-	-		-	-		-	-		-	35,755
NOTES PAYABLE:	-	-	36,500,000	-		-	-		-	-		36,500,000	16,880,000
ACCRUED LIABILITIES:													
Tax abatement refunds	2,422,291	-	-	-		-	-		6,056,998	-		2,422,291	1,587,622
Sick and vacation	-	-	-	-		-	-		-	-		6,056,998	5,524,432
Pension costs	-	-	-	-		-	-		-	-		-	56,600,000
Claims and judgments	-	-	-	2,432,000		-	-		-	-		2,432,000	2,595,360
Other	286,177	-	-	212,148		264,155	-		-	-		762,480	1,269,947
DEFERRED COMPENSATION	-	-	-	-		-	-		-	-		-	16,368,054
GENERAL OBLIGATION BONDS PAYABLE	-	-	-	-		-	-		56,005,040	-		56,005,040	48,864,300
DEFERRED REVENUE:													
General obligation bonds	6,294,071	2,077,967	-	-		-	-		-	-		8,372,038	8,487,351
Total liabilities	11,985,322	2,102,134	36,512,101	2,644,148		264,155	1,473,288		62,062,038	-		117,043,186	161,634,367

(Continued)

TOWN OF BROOKLINE, MASSACHUSETTS

COMBINED BALANCE SHEET - ALL FUND TYPES AND ACCOUNT GROUPS
JUNE 30, 1998 (EXCEPT FOR THE PENSION TRUST FUND WHICH IS AS OF DECEMBER 31, 1997)

	Governmental Fund Types			Proprietary Fund Type	Fiduciary Fund Types		Account Groups		Total (Memorandum Only)	
	General	Special Revenue	Capital Projects	Internal Service Fund	Trust and Agency	Pension Trust	General Long-Term Obligations	General Fixed Assets	1998	1997 (As Restated)
LIABILITIES, FUND EQUITY (DEFICIENCY) AND OTHER CREDITS (CONTINUED)										
FUND EQUITY (DEFICIENCY) AND OTHER CREDITS:										
Investments in general fixed assets	-	-	-	700,000	-	-	-	107,521,615	107,521,615	76,093,028
Contributed capital	-	-	-	878,080	-	-	-	-	700,000	-
Retained earnings	-	-	-	-	-	-	-	-	878,080	3,245,991
Fund balances:										
Reserved for:										
Encumbrances and continuing appropriations	6,057,442	1,610,603	14,770,024	-	6,361	-	-	-	22,444,430	41,473,725
Subsequent year expenditures	3,562,222	-	-	-	-	-	-	-	3,562,222	2,929,019
Nonexpendable trust principal	-	-	-	-	10,206,448	-	-	-	10,206,448	9,973,338
Employees' benefits	-	-	-	-	-	121,604,189	-	-	121,604,189	105,984,600
Deferred compensation plan benefits	-	-	-	-	18,729,437	-	-	-	18,729,437	-
Unreserved — undesignated	11,086,150	1,343,856	(32,900,190)	-	3,112,276	-	-	-	(17,357,908)	(20,139,217)
Total fund equity (deficiency) and other credits	20,705,814	2,954,459	(18,130,166)	1,578,080	32,054,522	121,604,189	-	107,521,615	268,288,513	219,560,484
TOTAL LIABILITIES, FUND EQUITY (DEFICIENCY) AND OTHER CREDITS	\$ 32,691,136	\$ 5,056,593	\$18,381,935	\$4,222,228	\$32,318,677	\$123,077,477	\$ 62,062,038	\$107,521,615	\$385,331,699	\$381,194,851
										(Concluded)

(Concluded)

See notes to general purpose financial statements.

TOWN OF BROOKLINE, MASSACHUSETTS

COMBINED STATEMENT OF REVENUES, EXPENDITURES AND CHANGES IN FUND BALANCE – ALL GOVERNMENTAL FUND TYPES AND EXPENDABLE TRUST FUNDS YEAR ENDED JUNE 30, 1998

	Governmental Fund Types			Fiduciary Fund Type	Total (Memorandum Only)	
	General	Special Revenue	Capital Projects	Expendable Trusts	1998	1997 (As Restated)
REVENUES:						
Real and personal property taxes	\$ 87,166,127	\$ -	\$ -	\$ -	\$ 87,166,127	\$ 83,180,344
Motor vehicle excise	4,260,216	-	-	-	4,260,216	3,686,845
Licenses and permits	744,471	-	-	-	744,471	768,765
Investment income	2,413,127	54,649	-	451,053	2,918,829	2,105,770
Intergovernmental	11,702,439	7,453,916	42,961	-	19,199,316	16,149,198
Payments in lieu of taxes	1,298,547	-	-	-	1,298,547	1,343,717
Water and sewer revenue	15,607,189	-	-	-	15,607,189	14,147,554
Departmental and other revenue	6,932,969	6,446,346	28,512	1,623,777	15,031,604	13,360,704
Fines	2,732,991	-	-	-	2,732,991	2,702,703
Net increase in fair value of investments	-	-	-	2,597,322	2,597,322	353,144
Total revenues	<u>132,858,076</u>	<u>13,954,911</u>	<u>71,473</u>	<u>4,672,152</u>	<u>151,556,612</u>	<u>137,798,744</u>
EXPENDITURES:						
Current:						
Education	40,146,666	6,920,605	-	160,007	47,227,278	44,584,090
General government	4,352,812	539,446	-	-	4,892,258	4,615,237
Public safety	23,818,964	369,052	-	9,561	24,197,577	22,807,582
Public works	24,876,710	2,220	-	32,041	24,910,971	22,822,798
Human services	1,426,948	112,397	-	13,953	1,553,298	1,467,315
Leisure services	3,431,926	940,848	-	253,664	4,626,438	3,814,210
Pension and annuity	7,551,403	-	-	-	7,551,403	7,658,173
State and district assessments	5,795,247	-	-	-	5,795,247	5,534,502
Nondepartmental	10,300,460	2,282,972	-	598,027	13,181,459	12,146,852
Capital outlay	-	-	33,982,558	-	33,982,558	10,579,031
Debt service	8,725,394	-	-	-	8,725,394	7,455,353
Total expenditures	<u>130,426,530</u>	<u>11,167,540</u>	<u>33,982,558</u>	<u>1,067,253</u>	<u>176,643,881</u>	<u>143,485,143</u>
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	<u>2,431,546</u>	<u>2,787,371</u>	<u>(33,911,085)</u>	<u>3,604,899</u>	<u>(25,087,269)</u>	<u>(5,686,399)</u>
OTHER FINANCING SOURCES (USES):						
Proceeds of bonds	-	-	12,757,000	-	12,757,000	9,710,000
Operating transfers in (out), net	1,520,198	(2,220,198)	-	700,000	-	-
Total other financing sources (uses), net	<u>1,520,198</u>	<u>(2,220,198)</u>	<u>12,757,000</u>	<u>700,000</u>	<u>12,757,000</u>	<u>9,710,000</u>
EXCESS (DEFICIENCY) OF REVENUES AND OTHER FINANCING SOURCES OVER EXPENDITURES AND OTHER FINANCING USES	<u>3,951,744</u>	<u>567,173</u>	<u>(21,154,085)</u>	<u>4,304,899</u>	<u>(12,330,269)</u>	<u>4,023,601</u>
CUMULATIVE EFFECT OF CHANGE IN ACCOUNTING FOR DEFERRED COMPENSATION PLANS						
	-	-	-	15,448,011	15,448,011	-
FUND BALANCE, BEGINNING OF YEAR (AS RESTATED)	<u>16,754,070</u>	<u>2,387,286</u>	<u>3,023,919</u>	<u>2,095,164</u>	<u>24,260,439</u>	<u>20,236,838</u>
FUND BALANCE (DEFICIENCY), END OF YEAR	<u>\$ 20,705,814</u>	<u>\$ 2,954,459</u>	<u>\$ (18,130,166)</u>	<u>\$21,848,074</u>	<u>\$ 27,378,181</u>	<u>\$ 24,260,439</u>

See notes to general purpose financial statements.

TOWN OF BROOKLINE, MASSACHUSETTS

STATEMENT OF REVENUES, EXPENDITURES AND OTHER FINANCING SOURCES (USES) – BUDGET AND ACTUAL (BUDGETARY BASIS), GENERAL FUND YEAR ENDED JUNE 30, 1998

	Final Budget	Actual	Variance Favorable (Unfavorable)	Year Ended June 30, 1997 Actual
REVENUES:				
Real and personal property taxes	\$ 85,868,229	\$ 85,887,009	\$ 18,780	\$ 82,241,558
Motor vehicle excise	4,093,000	4,260,216	167,216	3,686,845
Licenses and permits	715,000	744,471	29,471	768,765
Investment income	985,000	2,413,127	1,428,127	1,807,692
Intergovernmental	11,471,133	11,702,439	231,306	10,731,210
Payments in lieu of taxes	1,000,000	1,298,547	298,547	1,343,717
Water and sewer revenue	15,993,046	15,607,189	(385,857)	14,147,554
Departmental and other revenue	4,897,000	6,932,969	2,035,969	6,341,593
Fines	2,660,000	2,732,991	72,991	2,702,703
Total revenues	<u>127,682,408</u>	<u>131,578,958</u>	<u>3,896,550</u>	<u>123,771,637</u>
EXPENDITURES:				
Education	40,351,839	40,351,813	26	38,776,457
General government	4,492,141	4,386,029	106,112	4,170,486
Public safety	22,723,018	22,699,346	23,672	21,880,411
Public works	22,138,989	22,073,241	65,748	20,472,331
Human services	1,449,319	1,425,462	23,857	1,389,621
Leisure services	3,403,868	3,398,052	5,816	3,393,672
Pension and annuity	7,821,300	7,668,938	152,362	7,745,006
State and district assessments	5,738,724	5,795,247	(56,523)	5,534,502
Special articles	4,139,784	4,139,784	-	4,328,439
Nondepartmental	10,947,470	10,467,214	480,256	8,376,704
Debt service	8,925,173	8,725,394	199,779	7,455,354
Total expenditures	<u>132,131,625</u>	<u>131,130,520</u>	<u>1,001,105</u>	<u>123,522,983</u>
EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES	<u>(4,449,217)</u>	<u>448,438</u>	<u>4,897,655</u>	<u>248,654</u>
OTHER FINANCING SOURCES (USES):				
Available funds	2,929,019	2,929,019	-	2,220,000
Operating transfers in (out):				
Special revenue funds	2,220,198	2,220,198	-	2,292,098
Trust funds	(700,000)	(700,000)	-	(785,000)
Total other financing sources	<u>4,449,217</u>	<u>4,449,217</u>	<u>-</u>	<u>3,727,098</u>
EXCESS OF REVENUES AND OTHER FINANCING SOURCES OVER EXPENDITURES	<u>\$ -</u>	<u>\$ 4,897,655</u>	<u>\$ 4,897,655</u>	<u>\$ 3,975,752</u>

See notes to general purpose financial statements.

TOWN OF BROOKLINE, MASSACHUSETTS

COMBINED STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN FUND EQUITY - INTERNAL SERVICE FUND AND NONEXPENDABLE TRUST FUNDS YEAR ENDED JUNE 30, 1998

	Proprietary Fund Type <u>Internal Service</u> Fund	Fiduciary Fund Types <u>Nonexpendable</u> Trust Funds	Total (Memorandum Only)	
			1998	1997 (As Restated)
OPERATING REVENUES:				
Investment income	\$ 64,247	\$ 36,946	\$ 101,193	\$ 99,604
Premiums	7,735,701		7,735,701	5,162,943
Net increase in fair value of investments	-	136,632	136,632	7,016,607
Contributions	-	56,444	56,444	67,202
Total operating revenues	<u>7,799,948</u>	<u>230,022</u>	<u>8,029,970</u>	<u>12,346,356</u>
OPERATING EXPENSES:				
Claims	9,267,107		9,267,107	4,721,259
Salaries, wages and fringe benefits	63,854		63,854	63,940
Insurance	102,068		102,068	133,074
Other	34,830	-	34,830	6,359
Total operating expenses	<u>9,467,859</u>	<u>-</u>	<u>9,467,859</u>	<u>4,924,632</u>
NET (LOSS) INCOME	(1,667,911)	230,022	(1,437,889)	7,421,724
FUND EQUITY, BEGINNING OF YEAR (AS RESTATED)	<u>3,245,991</u>	<u>9,976,426</u>	<u>13,222,417</u>	<u>5,800,693</u>
FUND EQUITY, END OF YEAR	<u>\$ 1,578,080</u>	<u>\$ 10,206,448</u>	<u>\$ 11,784,528</u>	<u>\$ 13,222,417</u>

See notes to general purpose financial statements.

TOWN OF BROOKLINE, MASSACHUSETTS

COMBINED STATEMENT OF CASH FLOWS – INTERNAL SERVICE FUNDS AND NONEXPENDABLE TRUST FUNDS YEAR ENDED JUNE 30, 1998

	Proprietary Fund Type <u>Internal</u> Service Funds	Fiduciary Fund Type <u>Nonexpendable</u> Trust Funds	<u>Total</u> (Memorandum Only) 1997 1998 (As Restated)	
CASH FLOWS FROM OPERATING ACTIVITIES:				
Net income (loss)	\$ (1,667,911)	\$ 230,022	\$ (1,437,889)	\$ 604,767
Adjustments to reconcile net income (loss) to net cash (used for) provided by operating activities:				
Change in fair value of investments	-	(136,632)	(136,632)	(172,205)
Changes in assets and liabilities:				
Prepaid expenses	(586,933)	-	(586,933)	666,000
Due from other funds	35,755	-	35,755	673,902
Claims and judgments	1,436,638	-	1,436,638	(80,735)
Accounts payable and other	(119,336)	-	(119,336)	(60,213)
Net cash (used for) provided by operating activities	(901,787)	93,390	(808,397)	1,631,516
CASH FLOWS FROM INVESTING ACTIVITIES – Purchase of investments, net	-	(407,240)	(407,240)	2,809
NET (DECREASE) INCREASE IN CASH AND CASH EQUIVALENTS	(901,787)	(313,850)	(1,215,637)	1,634,325
CASH AND CASH EQUIVALENTS:				
Beginning of year, as restated	4,537,082	1,196,542	5,733,624	4,099,299
End of year	\$ 3,635,295	\$ 882,692	\$ 4,517,987	\$ 5,733,624

See notes to general purpose financial statements.

TOWN OF BROOKLINE, MASSACHUSETTS

STATEMENT OF CHANGES IN NET ASSETS HELD IN TRUST FOR PENSION BENEFITS (FUND BALANCE RESERVED FOR EMPLOYEES' PENSION BENEFITS) YEAR ENDED DECEMBER 31, 1997

ADDITIONS:

Contributions:

Town contributions	\$ 7,527,114
Intergovernmental	1,451,393
Participant contributions	<u>2,858,346</u>

Total contributions	<u>11,836,853</u>
---------------------	-------------------

Net investment income:

Net appreciation in fair value of investments	11,381,368
Interest and dividend income	<u>4,761,154</u>

Total investment income	16,142,522
-------------------------	------------

Less investment expense	<u>(493,560)</u>
-------------------------	------------------

Net investment income	<u>15,648,962</u>
-----------------------	-------------------

Total additions	<u>27,485,815</u>
-----------------	-------------------

DEDUCTIONS:

Benefits	11,471,614
Pension reimbursements	222,938
Other	<u>171,674</u>

Total deductions	<u>11,866,226</u>
------------------	-------------------

NET INCREASE	15,619,589
--------------	------------

NET ASSETS HELD IN TRUST FOR PENSION BENEFITS,
BEGINNING OF YEAR (FUND BALANCE RESERVED FOR
EMPLOYEES' PENSION BENEFITS) (AS RESTATED)

105,984,600

NET ASSETS HELD IN TRUST FOR PENSION BENEFITS,
END OF YEAR (FUND BALANCE RESERVED FOR EMPLOYEES'
PENSION BENEFITS)

\$ 121,604,189

See notes to general purpose financial statements.

TOWN OF BROOKLINE, MASSACHUSETTS

STATEMENT OF CHANGES IN ASSETS AND LIABILITIES – AGENCY FUNDS YEAR ENDED JUNE 30, 1998

	Balance, July 1, 1997 (As Restated)	Additions	Deductions	Balance, June 30, 1998
ASSETS:				
Cash	\$ (395,989)	\$ 1,238,180	\$ 1,219,199	\$ (377,008)
User charges – police detail	<u>185,136</u>	<u>1,216,499</u>	<u>1,369,374</u>	<u>32,261</u>
TOTAL ASSETS	<u>\$ (210,853)</u>	<u>\$ 2,454,679</u>	<u>\$ 2,588,573</u>	<u>\$ (344,747)</u>
LIABILITIES – Other liabilities	<u>\$ (210,853)</u>	<u>\$ 1,231,735</u>	<u>\$ 1,365,629</u>	<u>\$ (344,747)</u>

See notes to general purpose financial statements.

TOWN OF BROOKLINE, MASSACHUSETTS

NOTES TO GENERAL PURPOSE FINANCIAL STATEMENTS

YEAR ENDED JUNE 30, 1998

(EXCEPT FOR THE PENSION TRUST FUND WHICH IS
FOR THE YEAR ENDED DECEMBER 31, 1997)

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The general purpose financial statements of the Town of Brookline, Massachusetts (the "Town") have been prepared in conformity with generally accepted accounting principles ("GAAP") as applied to state and local governments. The Governmental Accounting Standards Board ("GASB") is the accepted standard-setting body for establishing governmental accounting and financial reporting principles. The more significant of the Town's accounting policies are described below:

- a. **Reporting Entity** – The Town was founded in 1630 as a part of Boston and was incorporated in 1705 under the statutes of the Commonwealth of Massachusetts (the "Commonwealth"). The Town operates under a representative town meeting form of government and provides the following services: general and administrative services, individual and community protection, education, health, culture, leisure time, environmental preservation, community development, planning and zoning, water and sewer, and highway and street construction and maintenance. The Town is governed by an elected Board of Selectmen.

GAAP requires that the accompanying general purpose financial statements present the Town (the primary government) and its component units. Component units are included in the Town's reporting entity if their operational and financial relationships with the Town are significant. Pursuant to this criteria, the Town of Brookline's Contributory Retirement System (the "System") has been identified as a component unit. The System was established under the authority of Chapter 32 of the Massachusetts General Laws, as amended, and is an independent contributory retirement system available to employees of the Town. The powers of the System are vested in the Town of Brookline Retirement Board (the "Board"). The System has been blended into the Town's Fiduciary Funds for reporting purposes.

The Town has entered into two joint ventures with other governmental entities to pool resources and share the costs, risks, and rewards of providing goods or services to venture participants directly, or for the benefit of the general public or specified service recipients. The following is a list of the Town's joint ventures, their purpose, and the address where the joint venture financial statements are available:

Joint Venture	Purpose	Address
Massachusetts Water Resources Authority	To provide water and sewer service	100 First Avenue Boston, MA 02189
Massachusetts Bay Transportation Authority	To provide public transportation	10 Park Plaza Boston, MA 02116

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

- b. **Basis of Presentation** – The accounts of the Town are organized on the basis of funds and account groups, each of which is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues, and expenditures/expenses. Government resources are allocated to and accounted for in individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled. The various funds are grouped in the financial statements into three broad fund categories comprised of six fund types and two account groups as follows:

Governmental Funds

General Fund is the primary operating fund of the Town and is used to account for current financial transactions not properly accounted for in another fund.

Special Revenue Funds are used to provide separate accountability for revenues that are restricted to expenditures for specified purposes (other than major capital projects or expendable trusts).

Capital Project Funds are used to account for resources used for the acquisition or construction of major capital assets except those financed entirely by the general or proprietary funds.

Proprietary Funds

Internal Service Fund is used to account for the financing of goods or services provided by one department to other departments of the Town on a cost reimbursement basis. The Town's internal service fund is used to account for the financing of medical claims of all covered Town employees and their covered dependents. Amounts are charged to other funds and covered employees for services provided.

Fiduciary Funds

Trust and Agency Funds are used to account for assets held by the Town in a trustee capacity or as an agent for individuals, private organizations, other governments, and/or other funds. These include expendable trusts, nonexpendable trusts and agency funds. Expendable trust funds are accounted for in essentially the same manner as governmental funds. Nonexpendable trust funds and the pension trust fund are accounted for in essentially the same manner as proprietary funds. Agency funds are custodial in nature (assets equal liabilities) and do not involve measurement of results of operations.

Pension Trust Fund is used to account for the assets, liabilities, and changes in net assets available for benefits of the Town-administered retirement system.

Account Groups

The General Long-Term Obligation Account Group is used to account for general obligation bonds and other forms of long-term obligations of the Town that are backed by the full faith and credit of the Town and which are expected to be financed from governmental funds.

The General Fixed Assets Account Group is used to account for all general fixed assets of the Town.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

- c. **Measurement Focus** – All governmental funds and expendable trust funds are accounted for on a spending or “financial flow” measurement focus. With this measurement focus, only current assets and current liabilities are generally included on the balance sheet. The reported fund balance is considered a measure of “available spendable resources.” Governmental fund operating statements present increases (revenues and other financing sources) and decreases (expenditures and other financing uses) in fund balances. Accordingly, such statements present a summary of sources and uses of “available spendable resources” during a period.

Proprietary funds, nonexpendable trust funds, and pension trust funds are accounted for on a cost-of-services or “capital maintenance” measurement focus. With this measurement focus, all assets and all liabilities (whether current or noncurrent) associated with their activity are included on the combined balance sheet. Their reported fund equity (net total assets) is segregated into contributed capital and retained earnings components. Proprietary fund-type operating statements present increases (revenues) and decreases (expenses) in net total assets.

Agency funds do not have a measurement focus as they report assets and liabilities in equal amounts.

- d. **Basis of Accounting** – Basis of accounting refers to when revenues and expenditures are recognized in the accounts and reported in the general purpose financial statements. Basis of accounting relates to the timing of the measurements made regardless of the measurement focus applied.

Governmental Funds and Expendable Trust Funds are accounted for using the modified accrual basis of accounting. These revenues are recognized when they become measurable and available as net current assets. Available means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. Primary sources of revenue considered susceptible to accrual consist principally of real estate and personal property taxes, motor vehicle excise tax, amounts due under grants, charges for services and investment income. Property taxes are recognized as revenue in the year for which taxes have been levied, provided they are collected within 60 days after year end.

Expenditures are generally recognized under the modified accrual basis of accounting when the related fund liability is incurred. Exceptions to this general rule include: (1) accumulated vacation, sick pay, and other employee amounts which are not to be liquidated from expendable and available resources; and (2) principal and interest on general long-term debt which are recognized when due.

Agency Fund assets and liabilities are accounted for on the modified accrual basis of accounting.

Proprietary Funds and the Pension Trust Fund are accounted for using the accrual basis of accounting. These revenues are recognized when they are earned, and these expenditures are recognized when they are incurred.

In accordance with GASB Statement No. 20, “Accounting and Financial Reporting for Proprietary Funds and Other Governmental Entities that Use Proprietary Fund Accounting,” the Town applies all applicable GASB pronouncements and all applicable Financial Accounting Standards Board (“FASB”) pronouncements issued since November 30, 1989 in accounting and reporting for its internal service fund operations.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

- e. **Budgets and Appropriations** – Annual budgets are adopted on a basis consistent with generally accepted accounting principles for all Governmental Funds, except as noted below. Appropriations for the General Fund of the Town are made at the Annual Town Meeting which is held each May. Appropriations may also be voted at Special Town Meetings. The Town has an advisory committee which submits reports on proposed appropriations at Town Meetings. The Town does not vote on annual appropriations for the special revenue and capital projects funds.

The appropriated budget is prepared by fund, function and department. Town department heads may make transfers of appropriations within a department. Transfers of appropriations between departments require the approval of the Town Meeting.

All annual appropriations lapse at fiscal year end. Appropriations for certain projects and specific items not fully expended at the fiscal year end are carried forward as continued appropriations to the new fiscal year, and are reported as a component of fund balance. Expenditures from continued appropriations are recorded as current year expenditures of the General Fund in the Combined Statement of Revenues, Expenditures, and Changes in Fund Balances.

The school budget included within the General Fund is limited to the amount appropriated by the Town Meeting, but the School Committee retains full power to allocate the funds appropriated.

Town Meeting does not vote general operating appropriations for the golf course, but rather authorizes this self-supporting fund to incur expenses from receipts. A cap on the level of expenditures is generally voted on at the annual Town Meeting.

It is unlawful to authorize an expenditure in excess of the amounts which have been appropriated by Town Meetings, with the exception of expenditures for snow and ice removal per Massachusetts General Laws Chapter 44, Section 31D.

The Town prepares its annual operating budget on a basis (budgetary basis) which differs from generally accepted accounting principles (GAAP basis). In order to provide a comparison of actual results with the budget, the actual and budget amounts are presented in accordance with the Town's method (budgetary basis) in the Statement of Revenues, Expenditures and Other Financing Sources (Uses) – Budget and Actual (Budgetary Basis), General Fund.

The major differences between GAAP and budgetary basis are as follows:

- **Encumbrances** – Reported as a reservation of fund balance (GAAP basis) as opposed to being recorded as an expenditure (budgetary basis).
- **Revenue Recognition** – Budget revenues are recorded when cash is received except for real estate and personal property taxes, and certain other revenues, which are recorded as revenues when levied (budgetary basis), as opposed to when susceptible to accrual (GAAP basis).
- **Appropriation of Unreserved Fund Balance** – Classified as another financing source for the budgetary basis, it is not reflected in the GAAP basis amounts.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

- f. Cash and Cash Equivalents* – Cash and cash equivalents consist substantially of interest-bearing deposits with financial institutions and investments with an original maturity of three months or less.
- g. Investments* – Investments in marketable securities held in the fiduciary fund types are recorded at market value.

Investments in the deferred compensation plan reflected as expendable trust funds represent mutual funds at their quoted market value.

- h. Inventories* – Inventories of materials and supplies are recorded as expenditures when purchased.
- i. General Fixed Assets* – General fixed assets are recorded as expenditures in the governmental funds and capitalized at cost in the general fixed assets account group. Contributed fixed assets are recorded at their estimated fair market value at the time received.

Certain improvements such as roads, bridges, curbs and gutters, streets and sidewalks, drainage systems, and lighting systems are not capitalized. Such assets normally are immovable and of value only to the Town. Therefore, the purpose of stewardship for capital expenditures is satisfied without recording these assets. Depreciation is not provided on general fixed assets.

- j. Other Assets* – Other assets in the trust and agency fund represent investments of the deferred compensation plans.
- k. Accrued Sick and Vacation* – Employees are granted vacation and sick leave in varying amounts. Upon retirement, termination or death, certain employees are compensated for unused vacation and sick leave (subject to certain limitations) at their then current rates of pay. The amount of sick and vacation costs, which are not currently due and payable, is recorded in the general long-term obligations account group.
- l. Long-Term Debt* – Long-term financing other than that related to the Proprietary Funds is recorded in the General Long-Term Obligations Account Group. Principal and interest paid on long-term debt are recorded as expenses of the General Fund.
- m. Transfers* – Transfers of resources from a fund receiving revenue to the fund through which the resources are to be expended are recorded as operating transfers and are reported as other financing sources (uses). Residual equity transfers are nonrecurring transfers of equity between funds.
- n. Fund Equity* – Contributed capital is recorded in proprietary funds that have received contributions from other funds. Reserves represent those portions of fund equity not appropriated for expenditure or legally segregated for a specific future use.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

- o. Total Columns* – Total columns on the combined financial statements are captioned “Memorandum Only” to indicate that they are presented only to facilitate financial analysis. Data in these columns does not present financial position, results of operations, or changes in financial position in conformity with generally accepted accounting principles. Additionally, such data is not comparable to a consolidation. Interfund eliminations have not been considered in the aggregation of this data.
- p. On-Behalf Payments* – During fiscal year 1996, the Town was required to adopt GASB Statement No. 24, “Accounting and Financial Reporting for Certain Grants and Other Financial Assistance.” This statement requires the Town to recognize as income certain payments made on behalf of the Town by the Commonwealth. Specifically, the Commonwealth makes contributions to a contributory retirement plan administered by the Massachusetts Teachers’ Retirement Board (the “State Plan”) on behalf of the Town’s teaching employees; the Town is not legally required to contribute to the State Plan, which is fully funded by the Commonwealth.

For the fiscal year ended June 30, 1998, the Commonwealth did not provide the Town with the amounts paid to the State Plan on behalf of employees of the Town or with information for the Town to use in estimating the amounts paid by the Commonwealth on behalf of the Town’s teaching employees. Accordingly, the accompanying general purpose financial statements do not include the required adjustments, which would have increased both intergovernmental revenues and pension expenditures by the same amount. The effect of such an adjustment would not have changed the excess (deficiency) of revenues and other financing sources over expenditures and other financing uses for the year ended June 30, 1998 or fund balances at June 30, 1998.

- q. Use of Estimates* – The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenditures during the reporting period. Actual results could differ from those estimates.
- r. New Accounting Pronouncements* – During fiscal year 1998, the Town amended its Plan-Trust Declaration relating to the Town-sponsored deferred compensation plans, established in accordance with Section 457 of the Internal Revenue Code (the “Code”) to conform with changes made to the Code. In connection with amending the Plan-Trust Declaration, the Town adopted the provisions of GASB No. 32, “Accounting and Financial Reporting for Internal Revenue Code Section 457 Deferred Compensation Plans,” which requires that deferred compensation plans sponsored by the Town for which they do not have fiduciary responsibility not be reported in the Town’s general purpose financial statements and the deferred compensation plans sponsored by the Town and held in a trust for the exclusive benefit of participants and their beneficiaries be reported as an expendable Trust Fund of the Town. Prior to the adoption of this standard, the deferred compensation plans were accounted for as an Agency Fund. In implementing this standard for the ICMA and Aetna deferred compensation plans, the Town has eliminated the plan assets and related liabilities from its Agency Fund, which amounted to \$15,448,011 at June 30, 1997, and increased its beginning fund balance in the Deferred Compensation Trust Fund by \$15,448,011. In implementing this standard for the Copeland deferred compensation plan, the Town has eliminated the plan assets and related liabilities from its Agency Fund by \$920,043 as of June 30, 1997. As the Town does not have fiduciary responsibility for the Copeland deferred compensation plan, the plan assets and related liabilities are not reported in the Town’s general purpose financial statements.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

- r. *New Accounting Pronouncements (Continued)* – Effective January 1, 1997 and applied retroactively to January 1, 1996, the Town adopted certain provisions of GASB Statement No. 25, “Financial Reporting for Defined Benefit Plans and Note Disclosures for Defined Contribution Plans,” and GASB Statement No. 27, “Accounting for Pensions by State and Local Governmental Employers.” Aside from changing the reporting format of the basic financial statements and the required supplementary information, GASB Nos. 25 and 27 require, in most cases, that investments in equity securities with readily determinable fair values and all investments in debt securities which are held by municipal retirement systems be reported at fair value based on quoted market prices.

Prior to the adoption of these standards, equity securities held by the Pension Trust Fund were recorded at their fair market values based on quoted market prices. Debt securities, however, were valued at amortized cost, which is the original cost of the investment adjusted for bond premium amortization or discount accretion over the expected life of the investment. The application of GASB Nos. 25 and 27 retroactive to January 1, 1996 resulted in an increase to beginning net assets held in trust for pension benefits (fund balance reserved for employees’ pension benefits) of approximately \$2,263,000. The impact of applying these standards in 1997 and 1996 was to increase investments and the net increase in net assets held in trust for pension benefits by approximately \$1,113,000 and \$168,000, respectively.

Effective July 1, 1997 and applied retroactively to July 1, 1996, the Town also adopted the provisions of GASB Statement No. 31, “Accounting and Financial Reporting for Certain Investments and for External Investment Pools.” GASB No. 31 similarly requires, in most cases, that investments in equity securities with readily determinable fair values and all investments in debt securities which are held by governmental entities other than external investment pools and defined benefit pension plans be reported at fair value based on quoted market prices.

Prior to the adoption of this standard, investments in marketable securities held in Fiduciary Fund Types were recorded at cost. All other investments, other than those held by the Pension Trust Fund, were recorded at their fair market value. The cumulative effect of adopting this standard at June 30, 1997 was to increase investments in the Trust and Agency Funds by \$7,197,546. The effect on the excess (deficiency) of revenues and other financing sources over (under) expenditures and other financing uses for the years ended June 30, 1998 and 1997 in the Trust and Agency Funds was to increase such amounts by \$2,733,954 and \$7,197,546, respectively.

In 1998, the Town changed its accounting for its workers’ compensation risk financing activities from the General Fund to the Internal Service Fund. GASB Statement No. 10, “Accounting and Financial Reporting for Risk Financing and Related Insurance Issues,” requires that risk financing activities be accounted for in either the general fund or an internal service fund. The change was made through a restatement of beginning fund balance.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

The effect on previously reported amounts of the adjustments necessary to implement the above-noted accounting pronouncements and accounting change are summarized below:

	As Previously Reported	Increase (Decrease)	As Restated
General Fund:			
Fund balance, July 1, 1996	\$ 13,247,823	\$ (440,027)	\$ 12,807,796
Net income for the year ended June 30, 1997	<u>3,917,274</u>	<u>29,000</u>	<u>3,946,274</u>
Fund balance, June 30, 1997	<u>\$ 17,165,097</u>	<u>\$ (411,027)</u>	<u>\$ 16,754,070</u>
Internal Service Funds:			
Fund balance, July 1, 1996	\$ 2,537,869	\$ 440,027	\$ 2,977,896
Net income for the year ended June 30, 1997	<u>297,095</u>	<u>(29,000)</u>	<u>268,095</u>
Fund balance, June 30, 1997	<u>\$ 2,834,964</u>	<u>\$ 411,027</u>	<u>\$ 3,245,991</u>
Trust and Agency Funds:			
Fund balance, July 1, 1996	\$ 4,367,823	\$ -	\$ 4,367,823
Net income for the year ended June 30, 1997	<u>506,221</u>	<u>7,197,546</u>	<u>7,703,767</u>
Fund balance, June 30, 1997	<u>\$ 4,874,044</u>	<u>\$ 7,197,546</u>	<u>\$ 12,071,590</u>
Pension Trust Fund:			
Net assets held in Trust for pension benefits, January 1, 1996	\$ 93,285,890	\$ 2,262,597	\$ 95,548,487
Net decrease for the year ended December 31, 1996	<u>12,530,735</u>	<u>(2,094,622)</u>	<u>10,436,113</u>
Net assets held in Trust for pension benefits, December 31, 1996	<u>\$ 105,816,625</u>	<u>\$ 167,975</u>	<u>\$ 105,984,600</u>

Reclassifications – Certain reclassifications have been made to the 1997 amounts to confirm to the current year presentation.

2. PROPERTY TAXES

Levy – Property taxes are levied each July for the following fiscal year ending June 30. The taxes for each fiscal year are due in four installments and are payable upon receipt of notice. Property taxes are recorded as receivables and deferred revenues at the time quarterly installments are billed. Interest accrues on delinquent taxes at the rate of 14% per annum and is recognized as revenue when received.

The assessed value for the tax roll, upon which the original 1998 levy was based, was \$5,295,464,700.

Lien – Real property (land and buildings) is subject to a lien for the taxes assessed upon it, subject to any paramount federal lien and bankruptcy and insolvency laws. In addition, real property is subject to a lien for certain unpaid municipal charges or fees. If the property has been transferred, an unenforced lien expires on the third October 1 after the fiscal year levied. If the property has not been transferred by the third October 1, an unenforced lien expires upon a later transfer of the property. Provision is made, however, for continuation of the lien where it could not be enforced because of a legal impediment.

2. PROPERTY TAXES (CONTINUED)

Personal Liability – The persons against whom real or personal property taxes are assessed are personally liable for the taxes (subject to bankruptcy and insolvency laws). In the case of real property, this personal liability is effectively extinguished by sale or taking of the property by the Town.

Limitations – The Town is subject to certain limitations on the amount of property taxes it may levy. Levies are generally limited to 2 ½% of the Town's total assessed valuation of real property. In addition, the assessed valuation of real property is limited to an annual increase of 2 ½%.

3. BUDGETARY– GAAP REPORTING RECONCILIATIONS

The Town's general fund budget is prepared on a basis other than GAAP. The "actual" results column of the Statement of Revenues, Expenditures and Other Financing Sources (Uses) – Budget and Actual (Budgetary Basis) is presented on a "budget basis" to provide a meaningful comparison with the budget. The major differences between the budgetary and GAAP basis are that:

- (a) Budgeted revenues are recorded when cash is received, except for real estate and personal property taxes, and certain other revenues, which are recorded as revenues when levied (budget), as opposed to when susceptible to accrual (GAAP).
- (b) Encumbrances and continuing appropriations are recorded as the equivalent of expenditures (budget), as opposed to a reservation of fund balance (GAAP).

The following reconciliation summarizes the differences between budget and GAAP basis accounting principles for the year ended June 30, 1998:

Excess of revenues and other financing sources over expenditures and other financing uses – budgetary basis	\$4,897,655
Adjustment for other available funds	(2,929,019)
Adjustments to reflect timing differences:	
Amounts expended from prior year encumbrances	(3,555,095)
Current year encumbrances	4,259,085
Adjustment of revenues to a modified accrual basis – real and personal property taxes	<u>1,279,118</u>
Excess of revenues and other financing sources over expenditures and other financing uses – GAAP basis	<u>\$3,951,744</u>

4. CASH, CASH EQUIVALENTS AND INVESTMENTS

Cash and cash equivalents include cash on hand and certificates of deposit with original maturities of three months or less.

State and local statutes place certain limitations on the nature of deposits and investments available to the Town. Deposits (including demand deposits, money market deposits, term deposits and certificates of deposit) in any one financial institution may not exceed certain levels defined by statute. Investments may only be made in securities issued or unconditionally guaranteed by the United States Government or its agencies that have a maturity of less than one year from the date of purchase, repurchase agreements guaranteed by such securities with maturity dates of no more than 90 days from the date of purchase and units in the Massachusetts Municipal Depository Trust.

4. CASH, CASH EQUIVALENTS AND INVESTMENTS (CONTINUED)

The Town's Pension Trust Fund has additional investment powers, most notably the ability to invest in common stocks, corporate bonds and other specified investments.

Deposits – The Town maintains deposits in several financial institutions which are subject to federal depository insurance. Deposits at June 30, 1998 (December 31, 1997 as to the Pension Trust Fund) are summarized as follows:

	Bank Balance	Carrying Amount	Insured Amount
Governmental and proprietary fund types:			
Financial institutions	\$ 7,108,187	\$ 5,712,217	\$1,667,623
Massachusetts Municipal Depository Trust	<u>46,391,956</u>	<u>47,632,112</u>	<u>-</u>
Total	<u>\$53,500,143</u>	<u>\$53,344,329</u>	<u>\$1,667,623</u>

Investments – The following tables summarize the fair value and risk characteristics (categories) of the Town's and the Pension Trust Fund's investments as of year end. Category 1 includes investments that are insured or registered or for which the securities are held by the Town or its agent in the Town's name. Category 2 includes uninsured and unregistered investments for which the securities are held by the broker's or dealer's trust department or agent in the Town's name. Category 3 includes uninsured and unregistered investments for which the securities are held by the broker or dealer, or by its trust department or agent but not in the name of the Town or the Pension Trust Fund.

Investments of the pension trust fund as of December 31, 1997 are summarized as follows:

	Category			Fair Value
	1	2	3	
U.S. Government obligations	\$ -	\$ 20,036,762	\$ -	\$ 20,036,762
U.S. Government and government agency obligations	-	8,140,426	-	8,140,426
Common stocks	-	48,038,342	-	48,038,342
Corporate debt securities	-	<u>38,424,908</u>	-	<u>38,424,908</u>
	<u>\$ -</u>	<u>\$ 114,640,438</u>	<u>\$ -</u>	114,640,438
Mutual funds				<u>5,752,587</u>
Total				<u>\$ 120,393,025</u>

4. CASH, CASH EQUIVALENTS AND INVESTMENTS (CONTINUED)

Investments (Continued) – At December 31, 1997, the System held investments in two mutual funds which include in their portfolios various derivative financial instruments, including structured notes, options, futures, currency transactions, swaps, caps, floors and collars and Eurodollar contracts. The mutual funds are part of a family of funds organized by the System's investment advisor. The System's investment in these funds is carried at fair value.

Investments of the trust and agency funds as of June 30, 1998 are summarized as follows:

	Category			Not Categorized	Fair Value
	1	2	3		
U.S. Treasury and Government agency obligations	\$ 709,676	\$ -	\$ -	\$ -	\$ 709,676
Nongovernment securities:					
Corporate bonds	-	763,510	-	-	763,510
Stocks	7,416,517	116,385	-	-	7,532,902
Unit investment trusts	-	77,210	-	-	77,210
Total	<u>\$8,126,193</u>	<u>\$ 957,105</u>	<u>\$ -</u>	<u>\$ -</u>	9,083,298
Mutual funds					<u>885,921</u>
					<u>\$ 9,969,219</u>

5. PROPERTY, PLANT AND EQUIPMENT

A summary of changes in recorded general fixed assets for the year ended June 30, 1998 follows:

	Balance, July 1, 1997	Additions	Disposals	Balance, June 30, 1998
Buildings	\$57,287,550	\$ -	\$ -	\$ 57,287,550
Machinery and equipment	<u>18,805,478</u>	<u>31,428,587</u>	<u>-</u>	<u>50,234,065</u>
	<u>\$76,093,028</u>	<u>\$31,428,587</u>	<u>\$ -</u>	<u>\$107,521,615</u>

6. NOTES PAYABLE

Capital Projects Fund – The bond anticipation notes payable in the Capital Projects Fund were issued in anticipation of issuing a bond, authorized for costs relating to the plans and reconstruction and renovation of the high school. The temporary note was issued on January 13, 1998 in the amount of \$7,500,000, bearing interest at 4% and is due on December 16, 1998. Another temporary note was issued on June 4, 1998 in the amount of \$29,000,000, bearing interest at 4%, and is due on June 4, 1999.

7. LONG-TERM DEBT

General Obligation Bonds – The Town issues general obligation bonds to provide funds for the acquisition and construction of major capital facilities. General obligation bonds are direct obligations and pledge the full faith and credit of the Town. These bonds generally are issued as serial bonds with equal amounts of principal maturing each year.

The following is a summary of changes in general long-term obligations for the year ended June 30, 1998:

General Obligation Bonds:

Inside Debt Limit	Issue Amount	Interest Rate	Final Maturity Date	June 30, 1997	Additions	Retirements	June 30, 1998	Interest Paid
1987 Lincoln School Improvement	\$ 370,000	6.63%	12/01/97	\$ 30,000	\$ -	\$ 30,000	\$ -	\$ 975
1989 Clark Playground	300,000	6.38	11/15/99	90,000	-	30,000	60,000	4,800
1989 Town Hall Roof	40,000	6.36	11/15/97	5,000	-	5,000	-	160
1989 High School Roof	120,000	6.37	11/15/98	20,000	-	10,000	10,000	960
1989 High School Science Labs	4,070,000	6.37	11/15/98	570,000	-	490,000	80,000	20,800
1989 Pierce School	3,235,000	6.37	11/15/98	715,000	-	360,000	355,000	34,240
1989 High School Roof	300,000	6.38	11/15/99	90,000	-	30,000	60,000	4,800
1991 Larz Anderson Park	240,000	5.89	08/15/04	140,000	-	20,000	120,000	7,515
1991 Swimming Pool Building	260,000	5.89	08/15/99	90,000	-	30,000	60,000	4,140
1991 Asbestos Removal	150,000	5.91	08/15/99	50,000	-	20,000	30,000	2,205
1991 School Boilers	350,000	5.91	08/15/06	225,000	-	25,000	200,000	12,525
1991 Warren Field	380,000	5.89	08/15/06	250,000	-	25,000	225,000	14,075
1991 Driscoll Playground	245,000	5.89	08/15/06	150,000	-	15,000	135,000	8,445
1991 Driscoll School Gymnasium	400,000	5.91	08/15/06	250,000	-	25,000	225,000	14,075
1991 Library Roof	415,000	5.89	08/15/06	265,000	-	30,000	235,000	14,765
1992 High School Windows	250,000	5.31	09/01/12	190,000	-	15,000	175,000	9,439
1992 Baker School Roof	1,500,000	4.92	09/01/02	900,000	-	150,000	750,000	39,488
1992 Sidewalk Construction	1,500,000	4.29	09/01/02	900,000	-	150,000	750,000	39,488
1992 School Boilers	800,000	5.30	09/01/10	620,000	-	45,000	575,000	30,951
1992 Runkle School Repairs	295,000	5.35	09/01/12	235,000	-	15,000	220,000	11,904
1992 Town Hall Elevators	100,000	5.16	09/01/07	72,000	-	7,000	65,000	3,457
1992 High School Safety System	510,000	5.27	09/01/09	390,000	-	30,000	360,000	19,328
1992 Golf Course Improvements	650,000	5.15	09/01/07	470,000	-	45,000	425,000	22,576
1992 Fire Station Repairs	925,000	5.13	09/01/06	650,000	-	65,000	585,000	31,021
1992 Branch Library Repairs	200,000	5.36	09/01/12	160,000	-	10,000	150,000	8,123
1992 Town Hall Repairs	95,000	5.33	09/01/11	75,000	-	5,000	70,000	3,781
1992 Grove Street Building	60,000	5.02	09/01/04	40,000	-	5,000	35,000	1,841

(Continued)

7. LONG-TERM DEBT (CONTINUED)

Inside Debt Limit (Continued)	Issue Amount	Interest Rate	Final Maturity Date	June 30, 1997	Additions	Retirements	June 30, 1998	Interest Paid
1994 Library Building	140,000	3.92	01/15/04	98,000	-	14,000	84,000	3,766
1994 Various Buildings	380,000	3.94	01/15/04	266,000	-	38,000	228,000	10,222
1994 Fire Station Repairs	150,000	3.92	01/15/04	105,000	-	15,000	90,000	4,035
1994 Various Outdoor Facilities	350,000	3.94	01/15/04	245,000	-	35,000	210,000	9,415
1994 High School Safety System	1,000,000	3.94	01/15/04	700,000	-	100,000	600,000	26,900
1994 Computer Improvements	700,000	3.80	01/15/99	280,000	-	140,000	140,000	9,800
1994 Traffic Signals	160,000	3.93	01/15/04	112,000	-	16,000	96,000	4,304
1994 Heath Roof	130,000	3.92	01/15/04	91,000	-	13,000	78,000	3,497
1994 Heath/Driscoll Plans & Specs.	290,000	3.79	01/15/99	113,000	-	59,000	54,000	3,955
1995 Various School Buildings	85,000	4.56	04/01/00	51,000	-	17,000	34,000	2,873
1995 Various School Buildings	750,000	5.90	04/01/10	650,000	-	50,000	600,000	33,950
1995 Heath School	3,200,000	5.35	04/01/15	2,880,000	-	160,000	2,720,000	153,840
1995 Fire Station Repairs	880,000	4.80	04/01/05	704,000	-	88,000	616,000	36,344
1995 Various Public Buildings	430,000	5.90	04/01/10	364,000	-	33,000	331,000	19,053
1995 Fire Engine	460,000	4.56	04/01/00	276,000	-	92,000	184,000	15,548
1996 Various Public Buildings	550,000	4.11	02/15/06	495,000	-	55,000	440,000	20,158
1996 Heath School Playground	180,000	3.74	02/15/01	140,000	-	35,000	105,000	5,408
1996 Soule Playground	330,000	4.09	02/15/06	295,000	-	35,000	260,000	11,970
1996 Beacon Street Construction	500,000	3.74	02/15/01	400,000	-	100,000	300,000	15,450
1996 Library Remodeling Plans	150,000	3.74	02/15/01	120,000	-	30,000	90,000	4,635
1996 Computer Equipment	900,000	3.74	02/15/01	720,000	-	180,000	540,000	27,810
1996 Various School Buildings	435,000	4.15	02/15/06	404,000	-	34,000	370,000	16,613
1996 Heath School	300,000	4.11	02/15/06	270,000	-	30,000	240,000	10,995
1996 Surface Drains	400,000	4.11	02/15/06	360,000	-	40,000	320,000	14,660
1996 Library Remodeling	160,000	4.11	02/15/06	144,000	-	16,000	128,000	5,864
1996 Various Public Buildings	580,000	4.15	02/15/06	537,000	-	45,000	492,000	22,080
1997 Parking Meters	250,000	4.86	06/15/02	250,000	-	50,000	200,000	12,988
1997 Various School Buildings	1,670,000	4.70	06/15/07	1,670,000	-	167,000	1,503,000	81,956
1997 Baker School Remodeling	540,000	4.87	06/15/02	540,000	-	108,000	432,000	28,053
1997 Highway Garage	3,800,000	4.97	06/15/17	3,800,000	-	190,000	3,610,000	189,573
1997 Surface Drains	500,000	4.71	06/15/07	500,000	-	50,000	450,000	24,538
1998 Fire Ladder Truck	450,000	3.93	06/15/03	-	450,000	-	450,000	-
1998 Larz Anderson Park	100,000	3.93	06/15/03	-	100,000	-	100,000	-
1998 Sewer Main Reconstruction	127,000	3.92	06/15/03	-	127,000	-	127,000	-
1998 High School Canopy	100,000	3.93	06/15/03	-	100,000	-	100,000	-

(Continued)

7. LONG-TERM DEBT (CONTINUED)

Inside Debt Limit (Continued)

	Issue Amount	Interest Rate	Final Maturity Date	June 30, 1997	Additions	Retirements	June 30, 1998	Interest Paid
1998 Baker Remolding	280,000	3.92	06/15/03	-	280,000	-	280,000	-
1998 Eliot Recreation Center	300,000	4.13	06/15/08	-	300,000	-	300,000	-
1998 Schick Playground	250,000	4.13	06/15/08	-	250,000	-	250,000	-
1998 Storm Drains	500,000	4.13	06/15/08	-	500,000	-	500,000	-
1998 Library Renovations	800,000	4.13	06/15/08	-	800,000	-	800,000	-
1998 Driscoll Windows	200,000	4.13	06/15/08	-	200,000	-	200,000	-
1998 Runkle School Windows	300,000	4.13	06/15/08	-	300,000	-	300,000	-
1998 Life Safety Systems	600,000	4.13	06/15/08	-	600,000	-	600,000	-
1998 Municipal Service Center	3,800,000	4.61	06/15/18	-	3,800,000	-	3,800,000	-
1998 Wastewater Systems	2,000,000	4.56	06/15/18	-	2,000,000	-	2,000,000	-
Total Inside Debt	47,917,000			25,222,000	9,807,000	3,722,000	31,307,000	1,196,130

Outside Debt Limit

1986 Water Mains	1,550,000	5.15	12/15/01	500,000	-	100,000	400,000	23,400
1987 Water Mains Phase II	2,150,000	6.63	12/01/02	800,000	-	150,000	650,000	49,825
1989 Water Mains Phase III	300,000	6.37	11/15/99	110,000	-	25,000	85,000	6,240
1991 Water Mains	3,200,000	5.89	08/15/06	2,380,000	-	210,000	2,170,000	134,655
1992 Lincoln School	13,000,000	5.35	09/01/12	10,360,000	-	660,000	9,700,000	524,885
1992 Water Mains	1,600,000	5.27	09/01/12	1,288,000	-	98,000	1,190,000	63,895
1994 Water Mains	5,200,000	4.54	01/15/14	4,420,000	-	260,000	4,160,000	193,806
1994 Sewer Mains	476,850	-	12/01/99	190,740	-	95,370	95,370	-
1996 Sewer Mains	804,450	-	03/01/01	643,560	-	160,890	482,670	-
1997 Water Mains	2,950,000	4.97	06/15/17	2,950,000	-	135,000	2,815,000	146,934
1998 Water Mains	2,950,000	4.60	06/15/18	-	2,950,000	-	2,950,000	-
Total Outside Debt	34,181,300			23,642,300	2,950,000	1,894,260	24,698,040	1,143,640
Total Bonds	\$82,098,300			48,864,300	12,757,000	5,616,260	56,005,040	2,339,770

Other Long-Term Obligations

Pension costs (Note 8)	56,600,000	-	56,600,000	-	-	-	-	-
Sick and vacation, net	5,524,432	-	532,566	-	-	-	6,056,998	-
TOTAL	\$110,988,732		\$13,289,566		\$62,216,260		\$ 62,062,038	\$ -

(Concluded)

7. LONG-TERM DEBT (CONTINUED)

The annual requirements to amortize all general obligation bonds outstanding as of June 30, 1998, including interest, are as follows:

Fiscal Year Ending June 30	Principal	Interest	Total
1999	\$ 6,163,260	\$ 2,653,001	\$ 8,816,261
2000	5,410,890	2,384,213	7,795,103
2001	5,200,890	2,122,990	7,323,880
2002	4,735,000	1,882,198	6,617,198
2003	4,395,000	1,666,685	6,061,685
2004 and thereafter	<u>30,100,000</u>	<u>8,491,848</u>	<u>38,591,848</u>
	<u>\$56,005,040</u>	<u>\$19,200,935</u>	<u>\$75,205,975</u>

The Commonwealth has approved school construction assistance to the Town. The assistance program, which is administered by the School Building Assistance Bureau of the Commonwealth of Massachusetts (the "SBAB"), provides resources for future debt service of general obligation school bonds outstanding. These resources are subject to annual appropriation by the state legislature and the Town's compliance with certain reporting requirements. The Town received \$616,287 in SBAB assistance during fiscal year 1998.

The Town is subject to a dual-level general debt limit: the normal debt limit and the double debt limit. Such limits are equal to 5% and 10%, respectively, of the valuation of taxable property in the Town as last equalized by the Commonwealth's Department of Revenue. Debt may be authorized up to the normal debt limit without state approval. Authorizations under the double debt limit, however, require the approval of the Commonwealth's Emergency Finance Board. Additionally, there are many categories of general obligation debt which are exempt from the debt limit but are subject to other limitations.

Authorized and unissued debt at June 30, 1998 is as follows:

High school renovations – outside debt limit	\$ 43,800,000
Title V - Water Pollution Abatement Trust	200,000
Parking Meters	325,000
Public Safety Headquarters	600,000
Baker School Remodeling	10,500,000
School's Life Safety Systems	800,000
Runkle School Windows	220,000
Pierce School Bathrooms	<u>100,000</u>
	<u>\$ 56,545,000</u>

The Town has approximately \$24,120,000 of debt exempt from the debt limit.

8. PENSION PLANS

System Description – The following description of the Town of Brookline Contributory Retirement System (the “System”), a component unit of the Town, is provided for general information purposes only. Participants should refer to the General Laws of the Commonwealth (principally Chapter 32) and the rules, regulations and procedures adopted by the Public Employee Retirement Administration Commission of the Commonwealth (“PERAC”) and by the Town of Brookline Retirement Board (the “Board”) for more complete information.

The System issues a publicly available financial report that includes financial statements and required supplementary information for the System. That report may be obtained by writing to: Director, Town of Brookline Retirement System, Town Hall, 333 Washington Street, Brookline, Massachusetts.

The System is a single employer contributory defined benefit plan covering town employees deemed eligible by the Board, with the exception of School Department employees who serve in a teaching capacity. The pensions of such school employees are administered by the State Teachers’ Retirement Board.

The System was organized on July 1, 1937 in accordance with the provisions of Chapter 32 of the General Laws of the Commonwealth. Participation in the plan is mandatory immediately upon the commencement of employment for all permanent, full-time employees.

Massachusetts Contributory Retirement System benefits are uniform from system to system. The System provides for retirement allowance benefits up to a maximum of 80% of a participant’s highest three-year average annual rate of regular compensation. Benefit payments are based upon a participant’s age, length of creditable service, level of compensation, and group classification. By vote of the Town Meeting, the System does not cap at \$30,000 the level of compensation upon which benefits are calculated as permitted under the Commonwealth’s Pension Reform Act of 1987.

Nonteaching employees of the Town who are employed on a basis which anticipates work at an annual rate to exceed 1,000 hours are eligible to participate in the System. Full-time employees are eligible immediately and part-time employees are eligible six months after the date of employment.

Contributions by the Town for participants vest at a rate of 10% per year and become fully vested after ten years of creditable service. Participants’ contributions are fully vested at all times. A superannuation allowance may be received upon the completion of twenty years of service or upon reaching the age of 55 with ten years of service. Normal retirement for most employees occurs at age 65 (for certain hazardous duty and public safety positions, normal retirement is at age 55).

A retirement allowance consists of two parts, an annuity and a pension. Participants’ accumulated total contributions and a portion of the interest those contributions generate constitute the annuity. The differential between the total retirement benefit and the annuity benefit is the pension benefit. The average retirement benefit is approximately 80% - 85% pension and 15% - 20% annuity.

8. PENSION PLANS (CONTINUED)

System Description (Continued) – Active participants contribute either 5%, 7%, 8%, or 9% of their gross regular compensation. The percentage rate is keyed to the date upon which an employee's participation commenced. Active participants who were hired on or after January 1, 1979 contribute an additional 2% of salary in excess of \$30,000. All deductions are deposited in the Annuity Savings Fund and earn interest at a rate determined by PERAC's actuary (2.5% during calendar 1997). When a participant's retirement becomes effective, his/her deductions and related interest are transferred to the Annuity Reserve Fund.

From time to time, the Massachusetts Legislature may grant cost-of-living increases to benefits being paid to retirees. These increases are expressed as a percentage of the retiree's allowance subject to a maximum dollar increase. Since 1982, cost-of-living increases granted to members of local retirement systems have been the financial responsibility of the Commonwealth. Effective for fiscal year 1998 and subsequent fiscal years, the responsibility for funding and approving cost-of-living adjustments for (nonteacher) systems is the responsibility of the System.

The pension portion of any retirement benefit is paid from the Pension Fund of the System. The Town annually appropriates and contributes an amount determined by its actuary. In 1997, \$7,527,114 was contributed by the Town.

Administrative expenses are paid from investment earnings of the System.

Participants who become permanently and totally disabled from further duty may be eligible to receive a disability retirement allowance. The amount of benefits to be received in such cases is dependent upon several factors, including whether the disability is work-related, the participant's age, years of creditable service, level of compensation, veteran's status, and group classification.

Participants who resign from service and who are not eligible to receive a retirement allowance or are under age 55, are entitled to request a refund of their accumulated total contributions. In addition, depending upon the number of years of creditable service, such employees are entitled to receive either 0%, 50% or 100% of the regular interest which has accrued upon those contributions.

Survivor benefits are extended to eligible beneficiaries of participants whose deaths occur prior to or following retirement.

The System may be amended or terminated in whole or in part at any time by the Massachusetts Legislature, provided that no such modification, amendment or termination shall be made that would deprive a current member of superannuation pension rights or benefits provided under applicable laws of the Commonwealth, if such member has paid the stipulated contributions specified in sections or provisions of such laws.

8. PENSION PLANS (CONTINUED)

Annual Pension Cost – The Town's annual pension cost for the current and two preceding years were as follows:

	1997	1996	1995
Annual pension cost ("APC")	\$ 7,527,114	\$ 7,293,615	\$ 7,040,589
Contributions made	7,527,114	7,293,615	7,040,589
Change in net pension obligation	-	-	-
Net pension obligation, beginning of year	-	-	-
Net pension obligation, end of year	-	-	-
Percentage of APC contributed	100 %	100 %	100 %

The annual required contribution for the current year was determined as part of the January 1, 1997 actuarial valuation using the individual entry age normal cost method. The actuarial assumptions included a) 8.0% investment rate of return and b) projected salary increases ranging from 5.5% per year. Both a) and b) included a blended inflation rate of 4.5%. The actuarial value of assets was determined using techniques that smooth the effects of short-term volatility in the market value of investments over a three-year period. As a result of adopting GASB Statement No. 27, the pension benefit obligation totaling \$56,600,000 in the long-term obligations account group was reduced to zero.

The payroll for teaching employees of the Town's School Department covered by the Massachusetts State Teachers Retirement System (see Note 9) for the year ended June 30, 1998 was \$29,258,083.

9. OTHER RETIREMENT PLANS

The majority of the teaching employees of the School Department participate in a contributory retirement plan administered by the State Plan. The Town does not contribute to this plan.

Teaching employees of the School Department who meet certain requirements and are employed on a basis which anticipates work at an annual rate to exceed 1,000 hours are required to participate in the State Plan.

For participants who became members of the State Plan prior to January 1, 1978, benefits become vested after twenty or more years of creditable service or upon reaching the age of 55. Benefits relating to participants who became members of the State Plan subsequent to December 31, 1977 become vested after twenty or more years of creditable service or after 10 or more years of creditable service and having reached the age of 55.

Teaching employees contribute 5% of regular compensation if they became a member of the State Plan prior to January 1, 1975, 7% if they became a member from January 1, 1975 to December 31, 1983, 8% if they became a member on or after January 1, 1984, or 9% if they became a member on or after January 1, 1996.

In addition, if they became a member on or after January 1, 1979, employees are required to contribute an additional 2% of regular compensation in excess of \$30,000.

9. OTHER RETIREMENT PLANS (CONTINUED)

The Commonwealth is obligated to fund the State Plan. State law requires that public employee retirement systems in the Commonwealth be funded on a pay-as-you-go basis, that is, an amount necessary to pay pensions actually falling due must be funded each year. The amount funded by the Commonwealth to the State Plan is not analyzed by community; funding is made in total for participating employees throughout the Commonwealth.

10. DEFERRED COMPENSATION PLANS

The Town has three deferred compensation plans created in accordance with Section 457 of the Code. The Section 457 plans, available to all Town employees, permits them to defer a portion of their current salary to future years. The deferred compensation is not available to the participants until termination, retirement, death or unforeseen emergency.

During fiscal year 1998, the Town amended its Plan-Trust Declarations relating to the Section 457 plans to conform with changes made to the Code. The amendments to the Plan-Trust Declarations are such that the Section 457 plans' assets are held in trust and reported as an expendable trust fund of the Town or the Commonwealth, for the exclusive benefit of participants and their beneficiaries.

The Town and its agent have no liability for losses under the plan, but do have the duty of care that would be required of an ordinary prudent investor.

11. POST-EMPLOYMENT BENEFITS

In addition to the pension benefits described in Note 8, the Town provides postretirement health care benefits in accordance with Massachusetts General Laws Chapter 32B to all employees who retire from the Town on or after attaining age 55 with at least 20 years of service and who were receiving health care benefits from the Town at retirement. The Town provides health insurance premium assistance at the level which the employee received when employed. This currently averages 75% unless the individual is covered by Medicare, in which case 50% of the Medicare premium and 75% of the Medicare supplement is provided. Benefits are paid by the Town on a pay-as-you-go basis. During the fiscal year ended June 30, 1998, the Town contributed \$2,550,767 towards postretirement health care benefits.

12. COMMITMENTS AND CONTINGENCIES

There are several pending lawsuits in which the Town is involved. The Town attorney estimates that the potential claims against the Town not covered by insurance resulting from such litigation would not materially affect the general purpose financial statements of the Town.

The Town has received federal and state grants for specific purposes that are subject to review and audit by the grantors or their representatives. Such audits could lead to requests for reimbursement to the grantor agency for expenditures disallowed under terms of the grants. Town officials are not aware of any potential disallowances.

The Town is in the process of closing one landfill and an incinerator site. The cost is estimated at \$1.2 million and has been included in the Town's capital plan.

13. MAJOR TAXPAYERS

The following list of the major taxpayers, all of whom are current in their tax payments, is based on assessed valuations for fiscal year 1998:

Name	Nature of Business	Fiscal Year 1998 Assessed Value	Fiscal Year 1998 Tax Levy	Percent of Fiscal Year 1998 Net Tax Levy
Dexter Apartments	Apartments	\$ 38,227,800	\$ 670,941	0.78 %
Boston Edison Company	Utility	20,717,200	596,221	0.69
Bell Atlantic	Utility	20,657,600	594,732	0.69
Brookline Village Associates	Offices/Stores	20,494,000	590,022	0.69
Edward E. Zuker Trust	Apartments	29,761,900	524,614	0.61
The Country Club	Country Club	17,341,900	499,273	0.58
Daniel Rothenberg Trust	Offices/Stores	14,408,000	414,806	0.48
Mark Rubin Trust	Offices	14,000,000	403,060	0.47
Avalon Properties	Apartments	21,752,000	386,058	0.45
Zvi Schwarzman Trust	Offices	13,260,000	381,755	0.44
Harley Realty Company	Offices	13,000,000	374,270	0.44
Boston University	Education	12,172,000	350,432	0.41
Boston University	Education	29,352,800	333,833	0.39
Beacon Street Associates	Apartments	13,737,000	311,672	0.36
Andrew Culbert Trust	Retail	10,475,000	301,575	0.35
Total		<u>\$289,357,200</u>	<u>\$6,733,264</u>	<u>7.83 %</u>

14. FUND BALANCE

The fund balance shown in the general fund financial statements includes surplus revenue and other accounts maintained by the Town in accordance with the Commonwealth's statutes and requirements prescribed by the Bureau of Accounts. At the time the annual budget is approved by the Town Meeting, the amounts of the fund balances, which will be utilized to finance the succeeding fiscal year's operations, are transferred from unappropriated fund balances to appropriated fund balances. The components of the general fund balance at June 30, 1998 are as follows:

Continued appropriations	\$ 6,057,442
Appropriated fund balance:	
Expenditures budgeted for succeeding year	\$ 135,100,988
Revenue budgeted for succeeding year – tax levy and other	(129,734,324)
Other available funds budgeted for succeeding year	<u>(5,366,664)</u>
Free cash budgeted for succeeding year	3,562,222
Unappropriated fund balance – undesignated	<u>11,086,150</u>
General fund balance	<u>\$ 20,705,814</u>

15. FUND EQUITY

The following funds had deficit equity balances as of June 30, 1998:

	Reserved	Unreserved	Total
Special Revenue:			
P.L. 94-482 Occupational Education	\$ -	\$ (36,800)	\$ (36,800)
Special Education PL94-142	5,608	(41,386)	(35,778)
Early Childhood	-	(79,170)	(79,170)
School Lunch Revolving	13,845	(437,170)	(423,325)
Ch 71: 71E Summer School Revolving	-	(48,585)	(48,585)
ACLS Humanities Curriculum Project	-	(580)	(580)
DOE PALMS Challenge	-	(5,141)	(5,141)
Expanding Gifted/Talented Services	-	(1)	(1)
Brookline Early Education Collaborative	-	(94,296)	(94,296)
Teen Dating Violence Prevention	40	(1,240)	(1,200)
Ch 90 Highway Special Revenue	-	(811,582)	(811,582)
Miscellaneous Private Details	-	(3,231)	(3,231)
Animal Control	-	(533)	(533)
Public Safety Damage Recovery	-	(490)	(490)
Ch 78:19A State Library Aid	-	(2,461)	(2,461)
9 Ch 40: 5 Library Damage Recovery	-	(1,302)	(1,302)
Trust and Agency:			
J. Schwartz Exp. Fund	-	(194)	(194)
Aviagdor/Kiwanis Scholarship Exp. Fund	-	(324)	(324)
Dollars for Scholars Exp. Fund	-	(474)	(474)
Brookline Education Assoc. Schl. Exp. Fund	-	(2,003)	(2,003)
Noonan Scholarship Exp. Fund	-	(219)	(219)
Maude Young Scholarship Exp. Fund	-	(358)	(358)
Brookline Youth Concerts Exp. Fund	-	(699)	(699)
Brookline General Scholarship Exp. Fund	-	(4,097)	(4,097)
Class of 1937 Scholarship Exp. Fund	-	(145)	(145)
Edward Finstein Memorial Scholarship Exp. Fund	-	(76)	(76)
Todd Saker Scholarship Exp. Fund	-	(8,505)	(8,505)
Richard T Leary Scholarship Exp. Fund	-	(292)	(292)
Prins Recycling Center Scholarship Fund	-	(30)	(30)
Francis Rogovin Scholarship Exp. Fund	-	(1,006)	(1,006)
Florence Osman Memorial Scholarship Fund	-	(323)	(323)
Mildred Bent Library Fund	-	(40)	(40)
Private Details – Police	-	(377,880)	(377,880)

The deficits in these funds will be eliminated through future federal and state grants, bond issues and other anticipated revenue.

16. OPERATING TRANSFERS

Operating transfers constitute the transfer of resources from the fund that receives the resources to the fund that utilizes them. Operating transfers during the year were as follows:

	General	Special Revenue	Expendable Trusts
Purpose of operating transfers:			
Parking meter receipts	\$ 1,050,000	\$ (1,050,000)	\$ -
Cemetery trust	80,000	(40,000)	(40,000)
Library aid	41,555	(41,555)	-
Golf fund	325,756	(325,756)	-
Chapter 90 highway	762,887	(762,887)	-
Stabilization fund	(740,000)	-	740,000
Total	<u>\$ 1,520,198</u>	<u>\$ (2,220,198)</u>	<u>\$ 700,000</u>

17. RISK MANAGEMENT

The Town is exposed to various risks of loss related to torts, theft of, damage to and destruction of assets; errors and omissions; injuries to employees; and natural disasters. The Town has purchased commercial insurance for these risks, except for those risks identified in the following paragraphs, which the Town accounts for in its internal service fund.

Group Health – The Town has chosen to establish a risk financing fund for risks associated with the employees' health insurance plan. The risk financing fund is accounted for as an internal service fund where assets are set aside for claim settlements. Both employees and the Town contribute to the fund based upon a 75% Town and 25% employee primary care premium formula.

The total charge allocated to the general fund is calculated using trends in actual claims experience. Provisions are also made for unexpected and unusual claims.

Liabilities of the fund are reported when it is probable that a loss has occurred and the amount of the loss can be reasonably estimated. Liabilities include an amount for claims that have been incurred but not reported. Claim liabilities are calculated based on recent claim settlement trends including frequency and amount of pay-outs. The Town carries insurance on individual medical claims in excess of \$100,000 annually.

Workers' Compensation – The Town provides workers' compensation on a self-insured basis with an insured stop/loss of \$300,000 per accident. Employees injured on the job receive two-thirds of their salary plus 100% reimbursement of related medical expenses. All workers' compensation activity is accounted for in the internal service fund. Expenditures and claims are recognized when it is probable that a loss has occurred and the amount of the loss can be reasonably estimated. Claim liabilities are calculated based on recent claim settlement trends including amount of pay-outs.

Municipal Building Insurance – The Town has adopted Massachusetts General Laws, Chapter 40, Section 13 to create a Municipal Buildings Insurance Fund ("MBIF") to act as a reserve against property losses not covered by insurance and to act as a fund from which premiums for insurance can be paid. All MBIF activity is accounted for in the internal service fund. Expenditures and claims are recognized when it is probable that a loss has occurred and the amount of the loss can be reasonably estimated.

17. RISK MANAGEMENT (CONTINUED)

Municipal Building Insurance (Continued) – An analysis of claims activities is presented below:

	Beginning of Fiscal Year Liability	Current Year and Changes in Estimates	Actual Claim Payments	Balance at Fiscal Year End
Group health	\$ 995,360	\$7,075,366	\$6,855,726	\$ 1,215,000
Workers' compensation	1,830,000	792,495	1,405,495	1,217,000
Building insurance trust	-	-	-	-

18. YEAR 2000 READINESS (UNAUDITED)

The year 2000 issue is the result of shortcomings in many electronic data processing systems and other electronic equipment that may adversely affect the Town's operations as early as fiscal year 1999.

The Town of Brookline has completed an inventory of application software as well as computers and other electronic equipment with respect to potential year 2000 issues.

- Pentamation provided the Town's financial system. Pentamation expects to complete the upgrade of all Government Resource applications by March 31, 1999. Costs associated for this project are already encumbered. The UNIX operating system and the Informix database engine upgrade are included in this upgrade at an estimated cost of \$5,000. This project is in the remediation stage.
- Tax collection is contracted with Municipal Management Associates, Inc. ("MMA"). A rewrite of this software is in process. MMA is projecting final release by June 30, 1999. Meetings have been held with the vendor to review progress to date. The Town will continue to monitor their progress. This project is in the remediation stage, and since the vendor is absorbing any related expenses, the Town anticipates no additional costs to reach completion.
- The Town's building department has conducted an audit of all energy management functions, as well as security systems and elevators. All are certified year 2000 compliant by their respective suppliers. Independent tests have been conducted without indication of failure. This project is in the validation/testing stage and the Town anticipates no additional costs to reach completion.
- The Town has contracted and installed a new payroll system. This system is year 2000 compliant, as tested and validated by the vendor. This project is in the validation/testing stage and the Town anticipates no additional costs to reach completion.
- A new public safety system is in the process of implementation. It is year 2000 compliant and will be in place before December 1999. Estimated cost to completion is \$20,000. This project is in the assessment stage.

18. YEAR 2000 READINESS (UNAUDITED) (CONTINUED)

Because of the unprecedented nature of the year 2000 issue, its effects and the success of related remediation efforts will not be fully determinable until the year 2000 and thereafter. Management cannot assure that the Town of Brookline is or will be year 2000 ready, that the Town of Brookline's remediation efforts will be successful in whole or in part, or that parties with whom the Town of Brookline does business will be year 2000 ready.

19 SUBSEQUENT EVENTS

On December 16, 1998, the Town issued \$11,000,000 of bond anticipation notes at a net interest rate of 3.45% for a one year term. Of this amount, \$7,500,000 was used to pay down notes issued in December 1997. The remaining \$3,500,000 will be used to continue to finance a portion of the \$43,800,000 Brookline High School remodeling project.

* * * * *

TOWN OF BROOKLINE, MASSACHUSETTS

REQUIRED SUPPLEMENTARY INFORMATION – SCHEDULE OF FUNDING PROGRESS OF THE TOWN OF BROOKLINE CONTRIBUTORY RETIREMENT SYSTEM TWO YEARS ENDED DECEMBER 31, 1997

Actuarial Valuation Date*	(1) Actuarial Value of Assets	(2) Actuarial Accrued Liability ("AAL")	(3) Unfunded AAL ("UAAL") (1) Minus (2)	(4) Funded Ratio (1) Divided by (2)	(5) Covered Payroll	(6) UAAL as a Percentage of Covered Payroll (3) Divided by (5)
January 1, 1996	\$93,285,890	\$156,258,190	\$(62,972,300)	59.7%	\$36,686,332	171.7%
January 1, 1998	121,604,190	192,305,540	(70,701,350)	63.2	40,150,666	176.1

*Only two years of information are available

See note to required supplementary information.

TOWN OF BROOKLINE, MASSACHUSETTS

NOTE TO REQUIRED SUPPLEMENTARY INFORMATION TWO YEARS ENDED DECEMBER 31, 1998

1. ACTUARIAL ASSUMPTIONS

The information presented in the required supplementary schedules was determined as part of the actuarial valuations at the date indicated. Additional information as of the latest actuarial valuation follows:

- *Valuation Date* – January 1, 1998
- *Actuarial Cost Method* – Individual Entry Age Normal Cost Method
- *Amortization Method* – Level amortization
- *Remaining Amortization Period* – 30 years
- *Asset Valuation Method* – Valued at market value as reported by the Public Employees Retirement Administration Commission.
- *Actuarial Assumptions:*
 - Investment rate of return – 8%
 - Projected salary increases – 5.5%
 - Cost-of-living adjustments – 3.0%

* * * * *

TOWN OF BROOKLINE, MASSACHUSETTS

SUPPLEMENTAL SCHEDULE OF RECONCILIATION OF TREASURER'S CASH
AND CASH EQUIVALENTS
JUNE 30, 1998

CASH AND CASH EQUIVALENTS ARE COMPRISED OF:

General fund	\$25,112,803
Special revenue fund	3,283,669
Capital projects fund	18,381,935
Internal service fund	3,635,295
Trust and agency funds	<u>3,028,020</u>
 TOTAL	 <u><u>\$53,441,722</u></u>

AS OF JUNE 30, 1998, CASH AND CASH EQUIVALENTS ARE COMPRISED
OF THE FOLLOWING BALANCES:

Massachusetts Municipal Depository Trust	\$46,937,010
Boston Safe Deposit & Trust	564,533
Fleet Bank	1,168,110
BankBoston	2,633,970
Century Bank & Trust	323,949
State Street Bank and Trust	115,328
Brookline Savings Bank	419,060
U.S. Trust	526,702
Certificates of deposit	70,401
Smith Barney – short-term investments	675,949
Other short-term investments	<u>6,710</u>
 TREASURER'S CASH AND CASH EQUIVALENTS, JUNE 30, 1998	 <u><u>\$53,441,722</u></u>

SUPPLEMENTAL SCHEDULE II

TOWN OF BROOKLINE, MASSACHUSETTS

SUPPLEMENTAL SCHEDULE OF TAXES
YEAR ENDED JUNE 30, 1998

	Uncollected, July 1, 1997	Add Commitments	Less Abatements	Add Cash Refunds	Add Other Deductions	Less Collections	Uncollected, June 30, 1998
REAL ESTATE	\$ 1,398,855	\$ 85,941,829	\$ 1,220,383	\$ 1,013,538	\$ (240,473)	\$ 85,909,046	\$ 984,320
PERSONAL PROPERTY	9,518	1,935,857	41,087	1,898	81,275	1,926,587	60,874
MOTOR VEHICLE EXCISE	<u>1,522,247</u>	<u>4,595,377</u>	<u>465,681</u>	<u>81,781</u>	<u>-</u>	<u>4,191,132</u>	<u>1,542,592</u>
TOTAL	<u>\$ 2,930,620</u>	<u>\$ 92,473,063</u>	<u>\$ 1,727,151</u>	<u>\$ 1,097,217</u>	<u>\$ (159,198)</u>	<u>\$ 92,026,765</u>	<u>\$ 2,587,786</u>

SUPPLEMENTAL SCHEDULE III

TOWN OF BROOKLINE, MASSACHUSETTS

SUPPLEMENTAL SCHEDULE OF COMPUTATION OF LEGAL DEBT MARGIN
JUNE 30, 1998

EQUALIZED VALUATION – Personal property and real estate, June 1, 1998		<u>\$ 5,596,517,500</u>
DEBT LIMIT – 5% of equalized valuation		\$ 279,825,875
AMOUNT OF DEBT APPLICABLE TO DEBT LIMIT:		
Total bonded debt	\$ 56,005,040	
Less bonded debt not included in computation of legal debt margin as defined in Massachusetts Statutes	<u>24,698,040</u>	<u>31,307,000</u>
LEGAL DEBT MARGIN		<u>\$ 248,518,875</u>

THIS BOOK IS FOR USE IN
THE LIBRARY BUILDING ONLY

MAIN LIBRARY
BROOKLINE PUBLIC LIBRARY
361 Washington Street
Brookline, MA 02445

3 1712 01366 6683



